

# opción

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

Año 35, 2019, Especial N°

# 21

Revista de Ciencias Humanas y Sociales

ISSN 1012-1587/ ISSNe: 2477-9385

Depósito Legal pp 198402ZU45



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



# **Synergistic Connection Between Mechanisms Of Administrative Leadership And Strategic Thinking And Their Role In Developing The Creative Capabilities Of Iraqi Private Banks**

**Lecturer .Dr. Eyad Khaled Mehdi<sup>1</sup>, Lecturer .Dr. Bilal Kamil Oudah<sup>2</sup>**

**<sup>1</sup>Al - Mamoun University College; Rafid22ss@yahoo.com**

**<sup>2</sup>University of al-anbar College of Management and Economics**

## **Abstract**

**The research included the formation of clear perceptions about creative abilities through the continuity of the relationship between management leadership and strategic thinking. The research adopted the method of analytical survey of (114) managers in three private banks to ensure the availability of creative capabilities using statistical means. The results show that there is an increase in the role of management leadership mechanisms in enhancing creative capabilities through the possibilities of strategic thinking, as they increase the effectiveness of creativity in all directions to achieve the effective organization or creative organization. Based on this, a set of conclusions were reached that recommend the introduction of strategic thinking mechanisms as a platform for action in banking environment and utilization of innovative capabilities.**

## **Conexión Sinérgica Entre Los Mecanismos De Liderazgo Administrativo Y Pensamiento Estratégico Y Su Papel En El Desarrollo De Las Capacidades Creativas De Los Bancos Privados Iraquíes.**

### Resumen

La investigación incluyó la formación de percepciones claras sobre las habilidades creativas a través de la continuidad de la relación entre el liderazgo de gestión y el pensamiento estratégico. La investigación adoptó el método de encuesta analítica de (114) gerentes en tres bancos privados para asegurar la disponibilidad de capacidades creativas utilizando medios estadísticos. Los resultados muestran que hay un aumento en el papel de los mecanismos de liderazgo de gestión para mejorar las capacidades creativas a través de las posibilidades del pensamiento estratégico, ya que aumentan la efectividad de la creatividad en todas las direcciones para lograr una organización u organización creativa efectiva. En base a esto, se llegó a un conjunto de conclusiones que recomiendan la introducción de mecanismos de pensamiento estratégico como plataforma para la acción en el entorno bancario y la utilización de capacidades innovadoras.

### Chapter One: Research methodology and previous studies

#### Section One : Research methodology

##### First: Problem of the Research

Business organizations, including Iraqi private banks that want to compete in today's world, have had to be able to create and lead innovation processes and employ strategic thinking using certain sophisticated methods and mechanisms that enable people to innovate and do their best, which is reflected in better services provided to customers and produce more quality items, thus reaching high level competition and create value for the organization.

Thus, the intellectual dilemma of research lies in two aspects. First, it is to describe creative capabilities as the basis and strategic necessity of business organizations in devising new ways of doing business differently and qualitatively from competitors. The second aspect refers to the critical significance of strategic thinking in supporting the success of business and creativity as well as its influence on the competitive position of the organization. Here lies the main problem of the research in the question of how to activate the mechanisms of administrative leadership through the syn-

ergistic connection between creative capabilities and strategic thinking of private banks. The above mentioned question is branched into a series of questions:

1. What is the level of influence of administrative leadership mechanisms in achieving creative capabilities of the research sample banks?
2. What is the level of influence of potential of strategic thinking in achieving creative capabilities in the research sample banks?
3. What are the creative capabilities in light of the synergistic relationship between administrative leadership and strategic thinking in the research sample banks?

### Second: Significance of the Research

The significance of the research can be demonstrated according to two levels: First, the theoretical level, as the Arab region suffers lacking of studies of the value of intellectual resources, which requires exerting increased efforts towards filling the gap, whether at the level of organizations or governments (Bontis, 2004: 16). This research is a contribution as an attempt to fill this gap through discussions and analysis of ideas based on the resources that included the studied variables. The second level is the applied level as each research acquires its privacy through the variables it tackles and the environment or society in which the study is applied. Given the changing nature of the environment of Iraqi private banks, it seems that there is a need to study objective explanations to activate the mechanisms of administrative leadership in the development of creative capabilities and strategic thinking in private Iraqi banks, and therefore the significance of the current research lies in:

1. The significance of the banking sector and dynamic changes in the business environment necessitated the need for banks to enhance efficiency and innovation in banking operations.
2. The research is a guide for Iraqi private banks to explain more about activation of mechanisms of administrative leadership in the development of creative capabilities and strategic thinking to provide the best opportunities to achieve the ability to survive and continue.
3. The research helps to provide valuable information to consider the subject of research in the researched banks, in addition to providing the possibility to contribute to review the research literature that is published about the subject areas of the research.

### Third: Research objectives

In order to achieve the main objective of the research and division of the research problem into its components and work to find solutions to them, these research principles have resulted in a set of objectives:

1. Identify the mechanisms of administrative leadership in Iraqi private banks that qualify them to develop creative capabilities and strategic thinking to reach the value of activation of these mechanisms.
2. Statement by the Iraqi private banks of the creative capabilities that facilitate the ability to analyze and diagnose opportunities.
3. Diagnose the level of strategic thinking available to Iraqi private banks and its implications of the performance of those banks.
4. Explore whether administrative leadership mechanisms can be strengthened through the synergistic connection between creative capabilities and strategic thinking in the research sample banks.
5. Drawing some conclusions about the extent of activation of the administrative leadership mechanisms in the services sector in the Iraqi environment in general and the researched banks, in particular.

### Fourth: Research hypotheses

For the purpose of answering the research questions, a number of main and sub-hypotheses have been formulated, as follows:

1- To answer the first research question, the first main hypothesis states that “there is a distinguished significance of the mechanisms of administrative leadership in the promotion of creative capabilities” and is divided by three sub-hypotheses according to the mechanisms of administrative leadership.

A. A statistically significant influence of the mechanism of selection of administrative leaders in the achievement of creative capabilities

B. A statistically significant influence of the mechanism of preparing administrative leaders in achieving creative capabilities

C. A statistically significant influence on the effectiveness of the system of rewards and incentives to achieve creative capabilities

2 - To provide the answer to the second research question; “What is the level of influence of the potential of strategic thinking in achieving creative capabilities in the research sample banks?”.

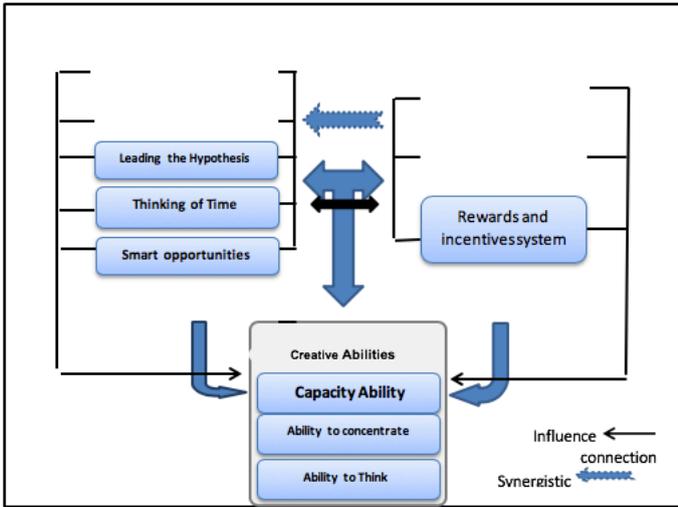
The second main hypothesis is as follows: “There is a significant significance of the potential of strategic thinking in the promotion of creative abilities” and is divided into five sub-hypotheses according to the dimensions of strategic thinking, namely:

- A. a statistically significant effect of strategic intent provided by strategic thinking helping to achieve creative capabilities, the first sub-hypothesis of the second main hypothesis
- B. Strategic thinking helps achieving creativity through holistic thinking, The second sub-hypothesis of the second main hypothesis
- C. A statistically significant effect of strategic thinking and what the assumptions leadership provides in helping to achieve the creative capabilities, the third sub-hypothesis of the second president.
- D. Strategic thinking helps to achieve creativity through the possibility of thinking in the fourth sub-hypothesis of the second main hypothesis.
- E. A statistically significant influence of strategic thinking and investment of available smart opportunities that in turn help to achieve creative capabilities, the fifth sub-hypothesis of the second main hypothesis.

To answer the research question: “What are the creative capabilities under the synergy of the relationship between the administrative leadership and strategic thinking in the research sample banks?”

Fifth: Research Form

The research model is formulated in a way that embodies its hypotheses as it is shown in Figure 1:



Resource :Prepared by the Researcher

Section two : previous studies

First: Easa Study, 2012, Knowledge Management and SECI model : Knowledge Management and SECI Model: A study of Innovation in the Egyptian Banking Sector.

The problem of the study was the question about the role of the model (SECI) in the creative processes of public and private banks in Egypt? The study aimed at testing SECI model in the Egyptian banks and its influence on the creative process, and try to generalize the model to cultural environments that are different from the Japanese model, a pilot study that used the semi-structured interview with (26) knowledge maker (banking expert), as well as the questionnaire distributed on (210) of individuals working in the above mentioned banks The society was represented in the banking sector in Egypt, consisting of (3) public banks and (27) private ones , and the sample was represented by (3) public banks and (9) private banks, and (450) individuals. The statistical results indicated that the model was used in Egyptian banks to create knowledge. Moreover, there are some limitations that the banks impose on themselves .They hinder the processes of formation and embodiment in the creation and sharing of knowledge, while the mergers faced fewer restrictions, and that the Egyptian banks rely on explicit knowledge.In addition, the model processes have an impact, either individually or collectively, on the creative process-

es, and that the deconstruction occupied place number one.

Second: Pisapia, et al., 2005, "Developing the Leader's Strategic Mindset: Establishing the Measures,"

It aimed to define the connection between strategic thinking and its influence on successful leadership in the United States of America, and used a measure to achieve this goal, consisting of (38) items, called the scale (Pisapia's Strategic), which means the short questionnaire Pisapia's strategic leadership (PSLQ) is applied to (113) leaders after Presented to a group of experts. The study found three cognitive processes related to strategic thinking as inherent characteristics distinguish successful leader and these processes are (reflection, thinking and reformulation of systems).

Third: A study (AlHayali, 2007) entitled (the influence of the parapsychological characteristics of administrative leaders in strategic thinking / applied study comparative between government and private banks)

The study aimed to reveal the parapsychological capabilities of the managers of the Iraqi government and private banks and the relationship of these characteristics to the components of strategic thinking by discovering the capabilities of employees and customers and their influence on banking program. The sample size reached (30) respondents and the study reached several results including: The Organization helps achieving what it aspires to and develops through training. In addition, the enjoyment of parapsychological capabilities helps senior and middle management in building a sophisticated strategy and optimal decision making. Parapsychological capabilities of human resources are strategic factors implemented for the progress of the Organization.

## Section Two

### Theoretical frame of the Research

First: the mechanisms of administrative leadership

#### 1- Definition of administrative leadership:

The administrative leadership: A group of operational and technical leadership processes that take place in the way of cooperative humanitarian work that seeks to continuously provide the appropriate intellectual, psychological and physical environment that stimulates motivation and stimulates the

desire for active individual and collective organized work in order to overcome the difficulties and adapt the existing problems and achieve the goals of the organization. Or, they are activities that result in consistent patterns of community interaction towards solutions to multiple problems (Alalaq, 2009: 6). The management leadership is defined as “the continuous work of influencing individuals, changing their behaviors and persuading them to accept work in order to achieve the goals of the organization according to the method set by the leader (AlMekkawi, 2013: 16). (AlMa’ali, 2017: 1) pointed out that it is the ability to influence other people, direct their behavior to achieve common goals and coordinate their efforts to do their best to achieve the desired goals and results.

Significance of administrative leadership

(AlMa’ili, 2017: 2) pointed out that the significance of administrative leadership springs from being:

a. the link between employees ,plans and the future.

B. a melting pot within which all concepts, strategies and management policies are fused

T. Strengthening positive forces in the facility and reduce the negative aspects as much as possible.

D. Controlling and solving work problems, resolving differences and weighing opinions.

C. Developing, training and caring for individuals as the most important resource for the facility.

H. Keep up with the surrounding variables and employ them to serve the facility.

I. Facilitating the establishment to achieve the objectives set for it.

3. Leadership styles

According to the attitude theory, there is no single style or leadership style that fits all situations , so the leader must understand the different leadership styles in order to be able to adapt his leadership approach to his or her circumstance. Golman (2000) presented a model of leadership styles that included six methods ([www.attatwir.com](http://www.attatwir.com)):

A. The style of authoritarian leader that demands immediate obedience. This technique is effective in the event of a crisis that requires obvious and calm leadership.

B. The style of Leader role model, who expects excellence and self - direction, and works with a team of highly competent and highly motivated, serious and judicious.

C. A credible, visionary leader who moves individuals towards his vision and helps change by attracting others to his vision and integrating them into the future.

D. A harmonious leader style that focuses on harmony and emotional bonds before the task.

C. A democratic leader’s approach that seeks to build consensus through participation and high levels of cooperation when building and developing projects but can be slow to reach goals.

H. A training leader style that develops others and allows them to try ways to solve problems and achieve the goal in an open manner. It is useful for organizations that aim to develop and develop the capabilities of individuals. Table (1) shows these methods and phrases that summarize each method.

**Table (1) leadership styles**

<b>command phrase that summarizes it</b>	<b>Leadership Style</b>
Do as I tell you	authoritarian leader
Do as I do	Leader role model
Come with me	credible, visionary leader
people come first	harmonious leader
Continuously asks you	democratic leader's
Try , try it	Training leader style

Resource: prepared by the researcher

**4. Administrative leadership mechanisms**

(Zuber, 2009: 7) indicates that the administrative leadership mechanisms are as follows:

a. Selection of Administrative Leaders: The process of selecting administrative leaders should be carried out by a specialized body or organs and be based on obvious administrative bases. It should be entrusted to a competent selection committee, although it should be used by the competent authority to be influenced by personal considerations, leading to a weakening of the capacity of these leaders and negatively impacting their competence.

B. preparation of administrative leadership: is through development of programs for the development of senior public administration staff, to take advantage of these programs that help the desired image is complete and

that the issue of the preparation of efficient administrative leaders must be represented in public policy for the selection of executives and control regulations, development and performance evaluation mode.

C. Effectiveness of rewards and material and moral incentives: incentives must be connected to an influential mechanism based on the principle to link the reward effort and results system is linked to, so its objective door on administrative leaders should have a lot of moral features and material privileges, leading to the creation of incentives and responses up to the level it provides sufficient positive conditions to motivate these leaders.

Second: strategic thinking

1. Definition of strategic thinking:

There are many trends in the definition of strategic thinking. The first one focused on being a process. To a holistic, integrated perspective, owners of the second trend emphasized that strategic thinking is a function of predictability and alignment between the organization's own capabilities and opportunities or threats arising from the external environment to achieve positive results. An effective management organization (Ali et al., 2007), and third-tier owners pointed out that it is one of the individual characteristics that leaders possess (Maccoby, 2001: 4) as the thinking of organizational leaders, consisting of forward-thinking, systems thinking, future vision, partnership and the ability to motivate staff.

2. Significance of strategic thinking:

The purpose of strategic thinking is to discover new and visualize strategies and vision for a possible future and more clearly "different from the present." (Brouard, 2002: 1) pointed out the important and clear role of strategic thinking in developing the ability of organizations to collective learning as a factor to develop innovation and competition and build organizational memory by adopting strategic value-added information, rather than tactical information. The view that strategic thinking is the basis for strategy formulation and strategic planning, has emerged from the fact that they are embedded in the major programs of work used by the Organization to achieve its mission and purpose (Al-Naimi, 2008: 33). The significance of strategic thinking stems from the fact that it contributes to maturity of the intellectual framework of the organization, and to create a state of harmony and positive interaction with the external environment, and thus helps to open the horizons for finding new and innovative solutions (AlGhalbi and AlQattan, 2018: 46).

3 - characteristics of strategic thinking and characteristics of strategic

thinker:

Strategic thinking is based on an important characteristic, which is the need to know the reality that the company is living in the present and the future. The strategic thinker is not so to know himself well and surrounds his internal capabilities and capabilities, including his strengths and weaknesses, as well as details of the reality surrounding him, whether in economic, political, social, technological Competitiveness (Cactus, 2009: 62). It is characterized by being synthesis in origin rather than analytic, orientation towards the future, dealing with colleges with a consistently high to low perspective, mental and intellectual energies and abilities (Alduri and Saleh, 2009: 30).

### 3 - Dimensions of strategic thinking:

Gallimore, 2010: 36 classified the dimensions of strategic thinking according to opinions of researchers agreed and there are those who added and excluded some dimensions according to the trends and approaches adopted. For example, we find that (Ashi, 2013: 37) adopted seven dimensions of strategic thinking (creativity - accountability - future approach or vision) Future - Conflict Management - Intelligence - Organized Thinking - Diverse Mental Pattern.) Through the researcher's views on the dimensions of strategic thinking, the present research adopted dimensions (Liedtka: 122: 1998) which are (Strategic intent - Organizational perception - Leading assumptions - Thinking in Time - smart opportunities) as follows J:

A. Strategic Intent: It is called the strategic intention or the strategic objective, which is the expression of a specific leadership position that the organization wishes to reach and establish a clear standard for how to measure the progress made to reach this standard. It aims to build a long-term vision to identify a distant point in the future with a view to directing the efforts of the organization and the attention of the staff towards it. Meh turmoil, chaos and disability every effort is being made and that for which communication and continuity in the development of these purposes would ensure a sense of the unity of the trend and the desire of discovery, and the unity of faith determination (Kubaisi, 52: 2002)

B - Inclusiveness of thinking: which requires a shift from straight thinking, which is limited to understanding the direct relationship between (influence and influence) to comprehensive thinking that focuses on understanding the interrelationships and vehicle systems (Azawi and Kahela, 4, 2006). Extending the thinking process to include variables beyond industry boundaries will prepare the organization for innovation, and strategic

decisions that include competition, cooperation, and the search for free markets are the result of senior management strategic thinking (Moore, 2010). Strategic thinking (Mohammed, 64: 2012) considered a special way of thinking and has specific characteristics.

C.Strategic thinking involves action and thinking within several uncertain assumptions and alternatives that lead to new and more appropriate assumptions and alternatives (Tergini, 2015, 109) .The ability to generate and select assumptions will be integrated into strategic thinking, leadership of the assumptions reflects the “scientific method”, in that it deals with the generation of hypotheses and testing them on central activities. This dimension is used as a result of a rapidly changing work environment and the availability of information to reduce thinking time, in order to arrive at a more acceptable hypothesis at a faster time and the ability to develop and test good hypotheses (Liedtka, 1998,123).

D. Thinking in Time: Time is one of the external environmental variables that no authority has the ability to control. No one can provide, delay, or even increase or decrease time, but strategic organizations can manage time in a way that enables them to employ it for the benefitachieving its objectives through strategic thinking in the sense of thinking by linking the past to the present and launching them into the future.

E.Intelligent Opportunism: This dimension refers to the intelligence in seizing the opportunities in the environment of the organization and this means that the organization tends to seize the opportunities and distinctive and newexperiences that enable finding alternatives for improvement and development and strategic thinking towards the goals that the organization aims to achieve within its By maximizing opportunities and avoiding threats that may affect the success of those ends.

Third: Creative Abilities

#### 1. Definition of creative abilities

According to a resource-based view that resources that are valuable, scarce, difficult to imitate, and irreplaceable are resources that give value to an organization and achieve competitive advantage, organizations must focus on the knowledge and creative abilities that qualify them to create value and gain competitive advantage (Nor , 2005: 14). Innovative capabilities are one of the abilities of the knowledge resource (Sutton, 2010: 15), which gives it excellence, complexity and difficulty of imitation, as well as its sustainability through learning and adaptability while ensuring its readiness to be a distinct source of superior performance. The resources and

internal (creative) skills of the organization are aligned with opportunities and threats to the external environment (Hsieh, 2013: 20).

## 2 - Creative characteristics

Description of creative characteristics includes three main areas including (Najm, 2003: 17) and (Singh, 2005: 144):

a. Cognitive characteristics: A set of features, capabilities, methods and methods for monitoring and addressing problems and information. "Tardif & Sternbevg" summarized the general cognitive characteristics of creators in high intelligence, originality, verbal fluency, power of statement, imagination, ability to think metaphorically, flexibility and skill in decision-making and the ability to think reasonably, and ability to think reasonably, disagreement, preferring non-verbal communication and using existing knowledge as the basis for generating new ideas.

B. Personal and motivational characteristics: Creative persons are characterized by a set of personal and motivational characteristics, some of which may be available to a creative person, and not available to others, and the most prominent of these characteristics: the desire to address the difficult and difficult and difficult to do Discipline, commitment to work, high internal motivation, focus on priority tasks, and freedom from refusal or resistance. Restrictions imposed by others and self-regulation to the degree of special rules of conduct rather than to follow the rules of others and self-preoccupation with mental

T. Evolutionary characteristics: The most important developmental characteristics are the love of work, excellence and self-development, develop and maintain excellent work habits, learn a lot of experiences outside the work, and develop strong relations with the workers, and maintain greater effort in the field of work and the field of specialization.

## 3 - Dimensions of creative capabilities

Based on the study prepared by (Mathuramaytha C, 2012) (absorptive capacity and adaptability and the ability to think) was adopted as the basic dimensions of the variable creative capacity in the current research as follows:

A - Absorptive capacity: The ability to exploit external knowledge is an essential component of creative abilities, which is the ability to recognize the value of information and apply it to business objectives (Rahmani, 2011: 129). Absorptive capacity of the organization does not simply depend on the organization's direct interaction with external environment but is also linked to the transfer of knowledge across and within smaller units. To understand the sources of absorptive capacity of the institution, we focus on

the structure of communication between the external environment and the organization, as well as among the smaller units of the organization, as well as on the characteristics and distribution of expertise within the organization (Cohen, 1990: 152).

B - Adaptability: the ability to think different ways and analyze the problem from different aspects and dimensions and not to adhere completely and absolute routine and monotony, and pointed out (Ibrahim, 2002: 25) 2 that this ability needs to be modified in behavior to conform to the right solution. Adaptation takes place through the adoption of a new idea. Educated organizations should be better able to adapt to developments in the internal and external environment, from adapting to the introduction of new ideas, through adaptation to changes in the organization's strategy, culture, technology, organizational structure, work systems and procedures and end by learning from success and failure to apply those ideas and changes (Abbas, 2011: 19). Inability of the Organization to adapt to changing environmental conditions is an obstacle to the Organization's sustainability of competitive advantages, and the reasons for the inability to adapt are attributable to the shortcomings of the Organization in its internal units, which cannot overcome the requirements for change (Ben Sahel, 1997). 2012: 118).

C - Ability to think: the ability to provide new ideas rare and useful and includes three main aspects (Abdul Aziz, 2009: 54)

- Uncommon response (ability to produce rare ideas)
- Long-distance response (the ability to mention indirect consequences)
- Skilled response (ability to produce responses judged by skill)

It refers to the generation of ideas. The need for a creative solution to problems is needed when an organization faces a challenge or a problem and seeks new ideas because it does not have a prior solution that you know and use (Terghini, 2015: 10) and creative thinking greatly and effectively enables the manager to define and understand Problem. It helps the manager to come up with "ideas" for non-traditional solutions that advance and advance others. Innovative thinking by the manager also leads to uncertainties by increasing distractions of invisible and unusual relationships. The use of creative thinking by the manager helps the manager to find new and radical intellectual solutions to problems as a result of authenticity, and better use of individual creative skills. (Alkulaibi, 2011: 98).

Section Three: Practical Aspect of the Research

First, test the influence Connections

The research included two hypotheses to know the direct influence of each of the explanatory variables on creative abilities through a regression analysis and agencies:

1. The first main hypothesis: “there is a significant significance of administrative leadership mechanisms in enhancing the creative capabilities” and is divided by three sub-hypotheses according to the mechanisms of administrative leadership.

In order to test the first main hypothesis through the simple linear regression coefficient, it is necessary to test the relationship between the two variables (the mechanisms of administrative leadership and creative abilities). The correlation coefficient between them at the total level reached (53%), which is a positive moral correlation confirmed by the value of (t) calculated at a significant level less than (0.05).

Table (2) correlation coefficients between administrative leadership and creative abilities

Dimensions	Dimensions of administrative							
	Selection of administrative leaders		Preparation of administrative leaders		Effective rewards		Total	
leadership capabilities	T	R	T	r	T	R	t	R
	0.410*	4.781	0.402**	4.695	0.476**	5.673	0.536**	6.782
Tabular value (t) at the level of significance (0.05) and the degree of freedom (113) is equal to (1.66)								

Resource: Prepared by the Researcher based on SPSS results

Based on this connection, the way to conduct the influence test is prepared. The results of the influence are shown in Table (3) as follows:

A. calculated value of (F) was (22.96), which is much greater than its tabular value of (3.92), which indicates a statistically significant influence on selection of administrative leaders in achieving creative capabilities. Increasing the capabilities of selecting administrative leaders by one unit will increase the creative capacity by (50%). This is confirmed by the determination factor (R<sup>2</sup>) amounting to (0.18). (82%) is due to factors not included

in the regression model or non-controlling factors. This Is why the first sub hypothesis that accepts the premise of the second main hypothesis.

**Table (3) Results of Effect of Administrative Leadership Capabilities on Creative Capabilities**

	Dimensions	Creative abilities				
		A	B	Calculated F	R2	Effect
Leadership administrative mechanisms	Administrative Leadership Selection	2.060	0.507	22.96	0.18	Morale
	Numbers of administrative Leaders	2.251	0.479	22.13	0.17	Morale
	Efficiency of Rewards and Incentives	1.920	0.539	22.13	.23	Morale
	Total	1.272	0.699	46.16	0.30	Morale
	Tabular value (F) at the degree of freedom (1.112) and the level of significance 0.05 is equal to (3.92)					

**Resource:** Prepared by the Researcher based on SPSS program results

B. There is a statistically significant influence of mechanism of the numbers of administrative leaders in achieving creative abilities, where the calculated value (F) is (22.13), which is much greater than its tabular value of (3.92), and the value of slope coefficient ( $\beta$ ) of (0.479), Increasing the number of administrative leaders by one unit will increase the creative capacity by (47%) confirmed by the determination factor (R2) of (0.17), which means that the capabilities of the rewards and incentives efficiency explain (17%) of the changes in the creative capacity, while the percentage The remaining 83% is due to other factors not included in the regression model or non-controlling factors. This provides the justification for accepting the second sub-hypothesis of the first major hypothesis.

T. Administrative leadership mechanisms affect achievement of creative capabilities through the effectiveness of rewards and incentives, where the value of calculated(F) of the regression model (32.35), which is much greater than its tabular value of (3.92), which indicates a statistically significant effect , as evidenced by slope coefficient ( $\beta$ ) of (0.539) indicates that if the administrative leadership mechanisms provide rewards and incentives effectiveness in the banks, the research sample by one unit will help increase the creative capabilities by (53%) confirmed by the coefficient of determination (R2) of (0.23) which means The possibility of inclusive thinking explains (23%) of changes in creativity E, either the proportion (77%) remaining are due to other factors not included in the regression

model or uncontrolled factors, providing justification for the acceptance of the third sub-hypothesis of the first major hypothesis.

D. test at the overall level showed that mechanisms of administrative leadership contribute to achievement of creative capabilities, as indicated by the value of the coefficient of determination (R<sup>2</sup>) for capabilities of management leadership, which amounted to (0.30), and means that (30%) of the change in the creative capacity is explained by the discrepancy Because of the explanatory variable represented by the administrative leadership mechanisms that entered the model, and that the value (0.70) is a variation explained by other factors not included in the regression model. Moreover, the value of constant (a) was (1.272), shows that creative capabilities are available value (1.272) Even if the value of administrative leadership capabilities is zero, on the one hand Otherwise, the value of the slope coefficient (β) indicates that a change of one unit in the administrative leadership mechanisms will lead to a change in the creative capabilities by (70%), and that the model in general a moral model confirmed by the calculatedvalue of (F) (46.16) which is significantly higher than its tabular value (3.92), which indicates that administrative leadership mechanisms have a significant influence on the achievement of creative capabilities to become the regression equation at the overall level as follows:

$$Y = 1.272 + 0.699 X \dots\dots\dots (14)$$

To provide sufficient justification for testing the hypothesis through multiple regressions according to the coefficient of determination (R<sup>2</sup>) and the value of the slope coefficient (β), the results are shown in Table (4):

Table (4) Results of the multiple influences of Administrative Leadership Mechanisms on Creative Capabilities

Administrative Leadership Mechanisms		Influence Volume (β)	Calculated t	Statistical significance
Value of a		1.409	2.979	Morale
Sub-variables	Selection of administrative leaders	0.135	1.034	Non Morale
	NUMBER OF ADMINISTRATIVE LEADERS	0.002	0.018	Non Morale
	Efficiency of rewards and Incentives	0.096	0.581	Non Morale
calculated (F)= 9.36		Tabular (f) at (0.05) and degree of freedom (5,10) is equal to 2.28		
R <sup>2</sup> = 0.311		tabular t at the level of significance (0.025) and the degree of freedom of 113 is equal to 1.98		

It is noted from Table (4) that the creative capabilities available by (1.409) in the banks of the research sample, but the increase of sub-variables represented by mechanisms (selection of administrative leaders, the preparation of administrative leaders, the effectiveness of rewards and incentives) by one unit will lead to an increase In the creative abilities by (0.135, 0.002, 0.096) respectively, the regression equation becomes as follows:

$$Y = 1.409 + 0.135 x_1 + 0.002 x_2 + 0.096 x_3 \dots\dots\dots (15)$$

the equation demonstrates that it has good explanatory power in terms of the value of the coefficient of determination (R<sup>2</sup>), as it was (0.311), that is, 31% of explanation difference in creative capabilities due to the influence of the mechanisms of management leadership combined, especially as this explanatory power increased from the influence and that the equation has a very high overall significance in terms of the significance of tested (F) of (9.36).

Based on the statistical results of the simple regression model, we conclude that four out of four hypotheses have been achieved, which necessitates acceptance of the first major hypothesis, fully responding to the research question, which states, “What is the level of influence of management leadership capabilities in achieving the creative capabilities of the research sample banks?”

2. Second main hypothesis: “There is a significant significance of the potential of strategic thinking in the promotion of creative capabilities” and is divided by five sub hypotheses according to the dimensions of strategic thinking.

For the mentioned above reason (Dewberry, 2004: 277) and in order to lead the assumptions was the beginning of testing the relationship between the possibilities of strategic thinking and creative capabilities, as in Table (5):

Table (5) Correlation coefficients between strategic thinking and creative abilities

Dimension	potential of strategic thinking											
	Strategic Intent		Thinking Comprehensiveness		Leading of assumptions		Thinking about time		Smart opportunities		Total	
Creative abilities	r	t	r	t	r	t	r	t	r	t	R	t
	0.602 **	8.16 2	0.565 **	7.337	0.522 **	6.56 0	0.58 0 **	7.61 0	0.514 **	6.40 3	0.59 4 **	8.321
Tabular value (t) at the level of significance (0.05) and the degree of freedom (113) is equal to (1.66)												

For the purpose of testing the third main hypothesis through simple linear regression coefficient, just like the previous hypothesis testing methodology, it is necessary to test the connection between the two variables (strategic thinking and creative abilities) through the simple correlation coefficient. Correlation coefficient between them at total level reached (59%) which is a positive moral correlation confirmed by the value of (t) calculated at the level of significance less than (0.05) of influence. The results of the influence are demonstrated in Table (6), as follows:

a. There is a statistically significant influence of strategic intent provided by strategic thinking in helping to achieve creative capabilities. It shows that if strategic thinking provides strategic intent by one unit, it shall increase the creative capabilities by (57%), confirmed by the fact that the coefficient of determination (R<sup>2</sup>) was (0.35), which means that this possibility can explain (35%) of changes in creative abilities, while the remaining 65% are due to other factors not included in the model Regression or factors is controlled, providing sufficient justification for accepting the first sub-hypothesis of the second main hypothesis.

**Table (6) the results of influence of strategic thinking on creative capabilities**

Dimensions		Creative capabilities				
		α	(β)	calculated F	R <sup>2</sup>	effect
Strategic Thinking	Strategic Intent	1.891	0.574	66.566	0.35	Morale
	Thinking Comprehensiveness	1.566	0.631	53.884	0.31	Morale
	Leadership of assumptions	1.721	0.606	33.100	0.26	Morale
	Thinking about time	1.554	0.638	57.889	0.30	Morale
	SMART OPPORTUNITIES	2.152	0.511	62.295	0.34	Morale
	Total	1.327	0.703	69.756	0.36	Morale
The value of the spreadsheet (F) at the degree of freedom (1.112) and the level of significance (0.05) is equal to (3.92)						

**Resource: Prepared by the Researcher based on SPSS program results**

B. Strategic thinking helps to achieve creative abilities through thinking-comprehensiveness, where the value of calculated (F) of the regression model (53.890), which is much greater than its tabular value of (3.92), which indicates the existence of a statistically significant effect, and this

is evident from the value of the slope coefficient (48) of (0.648) It indicates that if strategic thinking provides comprehensive thinking in banks research sample by one unit will help to increase the creative capacity by (64%) confirms that the coefficient of determination ( $R^2$ ) was (0.31), which means that the possibility of thinking inclusiveness explains (31%) of the changes in creative abilities, while the remaining (69%) is expected Other factors not included in the regression model or uncontrolled factors, which provides sufficient justification for accepting the second sub-thesis of the second main hypothesis.

C. There is a statistically significant influence of strategic thinking and what the leadership of the assumptions provide in helping to achieve the creative capabilities, where the calculated value (F) (33.100), which is almost ten times greater than the tabular value of (3.92), and the value of the slope coefficient ( $\beta$ ) of (0.606) means that if strategic thinking provides the possibility to lead assumptions by one unit will increase the creative capacity by (60%), confirms the coefficient of determination ( $R^2$ ) of (0.26), which means that this possibility can explain (26%) of Changes in creative abilities, while the remaining 74% are due to other factors not included in regression model or uncontrolled factors, which provides sufficient justification for the acceptance of the third sub-hypothesis of a second major.

D. Strategic thinking helps achieving creative abilities through the possibility of thinking in time, as the value of calculated (F) for the regression model (57.889), which is much greater than its tabular value of (3.92), which indicates the existence of a statistically significant effect, and it is clear that the value of slope ( $\beta$ ) of (0.644) indicates that if strategic thinking provides thinking about time in banking operations by one unit, it will help to increase the creative capacity by (64%) confirmed by the determination factor ( $R^2$ ) was (0.34), which means that the possibility of thinking-inclusiveness explains (34%) of the changes in creative abilities, while the remaining (66%) is due to other factors that are not included in the regression model or non-controlling factors, providing sufficient justification for accepting the fourth sub-hypothesis of the second major hypothesis.

E. A statistically significant influence of strategic thinking and the availability of smart investment opportunities, which in turn help to achieve creative capabilities, where the value of calculated (F) is (62.295), which is much greater than the tabular value of (3.92), and the value of slope coefficient ( $\beta$ ) (0.511) means that if strategic thinking provides this capability

in its operations by one unit, it will increase the creative capabilities by approximately (51%), confirming that the coefficient of determination ( $R^2$ ) was (0.34), which means that this possibility explains (34%) The remaining 66% is due to factors not included in the model of regression or uncontrolled factors, and is sufficient justification to accept sub-premise fifth of a second major hypothesis.

H.Potential of strategic thinking helps achieving creative abilities in aggregate.the value of the coefficient of determination ( $R^2$ ) of possibilities of strategic thinking indicated that (36%) of the change in creative abilities is a variation explained by the explanatory variable of strategic thinking that entered the model, Moreover, the value of constant (a) was (1.327) which means that creative capabilities are available (1.327) even if the value of (1.327) The potential for strategic thinking is zero, as well as the value of the slope coefficient ( $\beta$ ) (0.703) which indicates that a one-unit change in the potential of strategic thinking will lead to a change in the creative abilities by (70%), and that the model is generally a moral model that is confirmed by the calculated value (F) of (69.75), which is much greater than Therefore, the simple linear regression model is a good tool to describe the relationship between the strategic thinking potential and the creative abilities to become the regression equation as follows:

$$Y = 0.1.327 + 0.703 Z \dots\dots\dots (16)$$

In order to provide sufficient justification to test the hypothesis through multiple regression based on the coefficient of determination ( $R^2$ ) and the value of slope coefficient ( $\beta$ ) and as in Table (7), which demonstrates that the creative capacity is available by (1.609) in the banks of the research sample, but increasing the variable potential (Strategic intent, holistic thinking, thinking in time, smart opportunities) Strategic thinking by one unit will lead to an increase in creative abilities by (0.274, 0.177, 0.211, 0.206) respectively, and increase the potential (leadership assumptions) by one unit leads to a decrease in the creative capabilities by (-0.219) which is contrary to logic, It can be explained that the management of the research sample banks did not employ strategic thinking in the best way to achieve leadership assumptions in achieving creative capabilities, i.e., they did not use strategic thinking in achieving the possibility of leading assumptions.

**Table (7) Results of the Multiple influence of Strategic Thinking Potential in Creative Capabilities n = 114**

Strategic thinking		influence Volume (β)	Value of Calculated t	Statistical significance
				<b>Morale</b>
enteredSub-variables	value of constant α	1.609	3.859	<b>Non Morale</b>
	Strategic intention	0.274	1.953	<b>Non Morale</b>
	thinking Comprehensiveness	0.177	090,31	<b>Non Morale</b>
	Leadership of assumptions	-0.219	-1.035	<b>Non Morale</b>
	Thinking about time	0.211	0.955	<b>Non Morale</b>
	SMART OPPORTUNITIES	0.206	1.110	<b>Non Morale</b>
calculated (F)= 12.291		Tabular (f) at (0.05) and degree of freedom (6,107) is equal to (2.17)		
R <sup>2</sup> = 0.407		(t) tabular at the level of significance (0.025) and the degree of freedom (108) is equal to (1.98)		

**Resource: Prepared by the Researcher based on SPSS program results**

Thus, the multiple regression equation of strategic thinking possibilities can be estimated on creative capabilities.

$$Y = 1.609 + 0.274z_1 + 0.177z_2 - 0.219z_3 + 0.211z_4 + 0.206z_5 \dots (17)$$

It was found that the equation has good explanatory power in terms of value of coefficient of determination (R<sup>2</sup>), which amounted to (0.407), which means that (40%) of explanation difference in creative abilities due to the influence of the potential of strategic thinking combined, especially as this explanatory power increased from the influence. The equation has a very high overall significance in terms of the significance of the test (F) of (12.291), but as with multiple regression model of administrative leadership abilities on creative abilities, there are problems related to the test (t) to detect the significance of potential Strategic thinking that was non-moral, and therefore a model Simple regression was better at revealing true representation of the nature of connection between each possibility of strategic thinking and achieving or helping to achieve creative capabilities. This is because departments of the research sample banks were unable to employ the tools of strategic thinking in the form that achieves strategic-

comprehensiveness and strategic intent of these possibilities.

Therefore, based on the statistical results of the simple regression analysis, we conclude that six out of six hypotheses are achieved, which is 100%, which requires the second main hypothesis to be fully accepted in order to provide the answer to the research question: what is the level of Strategic thinking Potential in Achieving Innovative Capabilities in Banks?"

Second: Testing the synergistic connection

This paragraph includes an explanation of the synergistic relationship between management leadership mechanisms and strategic thinking. Since strategic thinking has been discussed on two sides, the first one is represented as an explanatory variable that reflects a reasonable and expected level of interpretation of the expected creative capabilities, and the other side indicates that it is an intermediate variable that contributes to maximizing the ability of the leadership mechanisms. In this regard, the synergistic relationship will be tested through multi-agency influence testing: Testing the synergistic connection across multiple effects

After a simple correlation and regression test was conducted for each of the management leadership abilities and the capabilities of strategic thinking and its significant results in achieving or helping to achieve creative capabilities, this section comes from this section to test the synergistic relationship between the two explanatory variables and their influence on achieving creative capabilities. Since the synergistic connection refers to working together as explained by the literature mentioned in the main body of the research, it is undoubtedly the use of the multiple regression model to examine the synergistic effect on the creative capabilities by the two explanatory variables according to the first vision that was approved to test the third hypothesis: "creativity increases through connection between administrative leadership and strategic thinking. Multiple regression analysis is one of the most important statistical analyzes aimed at determining the effect of a set of explanatory factors on the effector variable. After the test, it was found that the two explanatory variables have an influence on achievement of creative abilities through two formulas. The first includes the influence of strategic thinking on creative abilities previously tested in the simple regression model.

**Table (8) Results of the influence of management leadership and strategic thinking on creative capabilities**

Responder variable Explanatory variables	Creative abilities						
	α	β	β 1	T (β 0)	T (β 1)	F	R <sup>2</sup>
Management Leadership and Strategic Thinking	0.781	0.302	0.530	2.386	4.809	39.193	0.39
Tabular value (F) at the level of significance (0.05) and the degree of freedom (2,111) is equal to (3.07)							
The value of (t) tabular about the level of significance (0.025) and the degree of freedom (112) is equal to (1.98)							

**Resource: Prepared by the Researcher based on SPSS program results**

The results demonstrated in Table (31) indicate that the creative capabilities are available by (0.781) in the banks of the research sample. However, increasing the management mechanisms variable by one unit shall lead to an increase in the creative capabilities by (30%) which is a significant effect. Potential of strategic thinking increased by one unit and creative capabilities shall increase by (53%) which is a good and moral effect, and thus can estimate the equation of multiple regressions of creative capabilities on the mechanisms of management leadership and possibilities of strategic thinking.

$$Y = 0.781 + 0.302 X + 0.530 Z \dots\dots\dots (18)$$

It was found that the equation has a good explanatory power in terms of the value of the coefficient of determination (R<sup>2</sup>), which amounted to (0.39), which means that (39%) of explanation difference in creative capabilities due to the influence of management leadership capabilities and combined possibilities of strategic thinking, especially as this explanatory power exceeds the single influence of each variable, which in turn confirms the principle of synergistic. The equation has a very high overall significance in terms of the significance of the test (F) of (39.193), with a high significance to estimate the coefficients of administrative leadership mechanisms and the possibilities of strategic thinking according to the test (t) and adult

(2.386) and (4.809), respectively.

There are several considerations to explain the significance of regression equation, the first of which relates to coefficient of determination ( $R^2$ ) of (0.39). Second one relates to the values ( $\beta$ ) that show the predicted variables most influential in the regression model. Third, consideration is to detect the correlation coefficients between the variable and the predicted variables. Because the strength of connection between variables gives clues to causal relationships that may occur in regression model, the value of the multiple correlation coefficient of (leadership capabilities and strategic thinking capabilities) with creative capabilities (0.64) which is a good positive connection. Correlation coefficient between the predicted variables and the response variable, as well as the correlation coefficients among predicted variables, may cause the problem of linear multiplicity between the sub-dimensions of each explanatory variable, which did not occur for this test (Dewberry, 2004: 277).

Accordingly, and based on statistical results and after achieving a set of considerations that explain the significance of the regression equation, we infer fully to accept the third main hypothesis, and reach the possibility of generalizing the results providing an answer that "There is a significant influence of the capabilities of management leadership and the possibilities of strategic thinking in achieving creative capabilities through the relationship Responding to the research question: "What are the creative capabilities in light of the interdependence of the relationship between administrative leadership and strategic thinking in the research sample banks."

## Chapter Four

### Conclusion and recommendations

#### Section One: Conclusions

This topic presents a summary of the main conclusions reached by the research as follows:

- 1 - It was found that the departments of banks rely on strategic thinking percentages above average in a way that enables the selection of management leaders through the availability of holistic thinking.
- 2 - Banks' administrations have succeeded in understanding the logical coherence between the administrative leadership mechanisms and strategic thinking in highlighting the administrative capabilities within the banks.
- 3 - It turned out that the banking departments realized the significance of

choosing administrative leaders in enhancing creative capabilities through investing smart opportunities, but they require more activation towards preparing administrative leaders and benefit from the expertise and experience of managers to reach higher levels of creative capabilities.

4 - It turns out that the banking departments are aware of the significance of activating the system of rewards and incentives in enhancing the creative capabilities as they increase the enthusiasm and independence of managers in the field of banking.

5 - Bank departments have realized the significance of administrative leadership mechanisms in general to enhance the creative capacity through integration between the mechanism of selection of administrative leaders and mechanism for the preparation of administrative leadership and mechanism of rewards and incentives system, as this integration provides a solid basis for strategic thinking.

6 - It emerged that the banking departments are aware of the significance of synergistic interaction between the mechanisms of administrative leadership and strategic thinking in the promotion of creative capabilities, depending on the availability of administrative leadership mechanisms of the potential to raise the level of strategic thinking and to promote and develop creative capabilities.

7. It has been shown that there is an increase in the role of administrative leadership mechanisms in enhancing the creative capabilities through the possibilities of strategic thinking.

#### Section Two: Recommendations

This section tackles the recommendations that are expected to contribute to raising the level of activating the mechanisms of administrative leadership through the synergistic relationship between the creative capabilities and strategic thinking in the Iraqi private banks, as follows:

1 - The need to introduce mechanisms of strategic thinking as a platform for action in banks and find the necessary solutions to manage and activate those mechanisms in a manner that enhances the creative capabilities.

2 - Provision of effective administrative leaders through the selection of owners of expertise and competencies to work within leadership positions that are commensurate with competence and expertise of each of them.

3 - The need to create a creative organizational culture that encourages strategic thinking in all its implications and try to find conviction and understanding that the right choice and numbers will increase the effectiveness of creativity.

4 - Ensure the conduct of training and development courses for management leaders in banks in order to keep pace with global developments in the field of banking.

5 - The need to make a benchmarking of each bank with internal and external banks to stand on the level of current performance and the level of creativity available and work to bridge the gap, if any.

## References

### Arabic Books

1. ZakariaMutlaqAldouri(2009), Strategic Management ... Concepts, Operations and Case Studies. Dar Al Yazouri Scientific Publishing and Distribution, Amman / Jordan.
2. Dr. Singh Daleb, Emotional Intelligence at Work, Translation, and Distribution( 2005) ,Scientific Books Publishing House, Cairo, without edition, p. 144, p. 153.
3. Aldouri, Zakaria, Saleh, Ahmad Ali (2009) "Strategic Thought and its Implications for the Success of Business Organizations - Reading and Research" Dar Al Yazoudi Scientific Publishing and Distribution, Amman, Jordan.
4. Zubair, Doghman, (2009), Modern methods to activate the role of administrative leadership to improve the performance of governmental organizations, International Conference on Administrative Development, Institute of Public Administration, Saudi Arabia.
5. Abdul Aziz, Said(2009) Teaching Thinking and Skills, House of Culture for publication and distribution, 2nd floor, Jordan, Amman.
6. AlAllaq, Bashir, 2009 Administrative Gilding, Dar AlYazouri for Printing and Publishing, Amman, Jordan.
7. AlGhalabi, Taher Mohsen, Al-Qattan, Manaf Abdul-Kadhim, 2018.Strategic Thinking Concepts - Patterns - Entrances, Dar Al-Fayhaa for Printing and Publishing, Lebanon.
8. AlKubaisi, Amer. (2008) "Strategic Thinking in Public Organizations" Working Paper presented to the Fourth Administrative Meeting of the Saudi Management Society, Al-Khobar, 21-22, Saudi Arabia.
9. Mohammed Jihad Al-Jamal, 2001.Mental Processes and Thinking Skills Through Teaching and Learning, University Book House, UAE,
10. Mohammed, Tariq (2012) ,"Strategic Thinking Patterns and their influ-

enceon Choosing a Decision Making Approach”, Dar AlMutanabi, Irbid, Jordan.

11. AlMakkawi, Atef Abdullah, (2013) by Bekelda Administrative, Tiba Foundation for Publishing and Distribution, 1st edition, Cairo.

12. Najm, AboudNajm, (2003) Innovation, Concepts, Characteristics and Modern Experiences Department, Waël Publishing and Distribution House, Amman, 1st edition., Pp. 16, 20.

13. Al-Naimi, Salah Abdulqader, Director and Strategic Thinker, Art and Skills of Interaction with Others, Ithraa for Publishing and Distribution, 2008, i 1: 130.

Arabic magazines, letters and theses

14. Ben Sahel Wassila, (2012) Alliance with Scientific Research Centers as an Effective Mechanism in Support of Knowledge Exploitation, First National Forum on: The Role of Human Development in Activating University Energies, Abbas , Laghour University - Khenchela, Algeria, 13/14 May, p. 7 2

15. Terghini, Sabrina( 2015) The role of strategic thinking in the activation of the creative capabilities of the institution, unpublished doctoral thesis, University of Mohamed KhedrBiskra, Algeria, p 10.

16. AlHayali, in his name Nuri Ahmed.(2007) (influenceof the psychological characteristics of administrative leaders in strategic thinking) / a comparative applied study between public and private banks, doctoral thesis submitted to the Higher Institute for Political and International Studies, Mustansiriya University.

17. Azzawi Omar, Kaheila Mohamed (2006) “Knowledge institutions and the culture of economic institutions a future vision” Journal of the researcher, No. (4), University of Ouargla, Algeria.

18. AlAshi, NihalShafiq (2013) “The influence of Strategic Thinking on the Performance of Senior Management in Non-Governmental Organizations” in the Field of Rehabilitation in Gaza Strip, Unpublished Master Thesis, Islamic University, Faculty of Commerce, Palestine.

19. A-Kulaibi, Saleh bin Mohammed bin Ali(2011) Administrative creativity of the managers of public and managers of departments in public administration units, unpublished doctoral thesis, University of St. Clements.

Conferences and Forums

20. Abbas Najma, (2011) Creativity and the Necessity of Transforming Contemporary Business Organizations into Educated Organizations, International Forum on Creativity and Change in Modern Organizations, SaadDahlab University, Blida, Algeria, 18/19 May

21. AlGhalbi, Taher Mohsen, AlKhafaji, Nemaab Abbas, (2006), Quality of Managers, Analytical Critical View, Second Scientific Conference of the University of Applied Sciences, Amman.

#### Books,

1. Brouard, F., (2002), "Decilor Program (Decision-Making in Lorraine): Global Device of Strategic Intelligence for SMEs" <http://www.urenio.org/>: 1-4.

2. Gallimore K(2010), Developing a tentative framework for strategic thinking Manchester Metropolitan University, P36- 37

3. Wiener, E., & Brown, A.)2006( Future Think: How to think clearly in a time of change, prentice Hall, New York.

#### Journals

1. Ahmed, Nor Hayati.(2006),"Knowledge Management in Malaysian Banks: A new paradigm". Journal of Knowledge Management Practice,7(3).

2. Bontis, Nick.(2004),"National Intellectual Capital index: A United Nations initiative for the Arab Regain", Journal of Intellectual Capital, 5(1),pp13-39, Emerald.

3. Cohen W M, Levinthal D A, (1990), Absorptive Capacity: A New Perspective on Learning and Innovation, Administrative Science Quarterly, Special Issue: Technology, Organizations, and Innovation, Vol: 35, No 1, PP: 128-152, (without a country), PP 129-132

4. Liedtka, M.J, (1998), strategic thinking can it be taught, long range planning, Vol:31, N° 1, (without a country), P 122

5. Maccoby, M, (2001), "Successful Leaders Employ Strategic Intelligence", RTM, Vol.44, No.30: 1-60.

6. Mathuramaytha C, (2012), Developing Knowledge-Sharing Capabilities Influence Innovation Capabilities in Organizations – a Theoretical Model, International Conference on Education and Management Innovation IPEDR, Vol:30, Singapore, 0P 289

7. Pisapia,John& Daniel Reyes-Guerra, &EleniCoukos –Semmel(2005), "Developing the Leader's Strategic Mindset: Establishing the Measures," Kravis Leadership Institute, Leadership Review, Spring, Vol. 5

8. Rahmani Z, alimosavi S, (2011), Enhancing the innovation capa-

bility in the organization: a conceptual framework, 2 éme international conference on education and management technology, IPEDR, Vol: 13, IACSIT Press, Singapore, PP 129-287

#### Thesis

9. Easa, Nasser Fathi Hassan.(2012),”Knowledge Management and SECI model: A study of innovation in the Egypt banking scoter”, Doctoral thesis, University of Stirling.

10. Hsieh, Wan-Lin,(2013),” The innovation value chain and export performance”, Doctoral thesis, Aston University.

11. Sutton, Melanie.(2010),” Leveraging enterprise portals for business performance – the implications for the management of knowledgeassets”, Master thesis, University of Stellenbosch.

#### Internet (WWW)

Dr. Nasser Abdullah Nasser A-Ma'ili nasser\_almuayli@yahoo.com [http: // www.ecoworld-  
http: //www.Yorku.ca.hmkiml/](http://www.ecoworld-http://www.Yorku.ca.hmkiml/).



**UNIVERSIDAD  
DEL ZULIA**

---

**opción**

Revista de Ciencias Humanas y Sociales

Año 35, Especial N° 21, (2019)

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](http://www.luz.edu.ve)

[www.serbi.luz.edu.ve](http://www.serbi.luz.edu.ve)

[produccioncientifica.luz.edu.ve](http://produccioncientifica.luz.edu.ve)