

Strategic thinking, the necessity of present managers of Iran

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Abstract: Regarding the complex conditions and changes in running organizations and increased competition among organizations and business enterprises, managers are bound to using strategic thinking for achieving goals and development of their organizations. Regarding this matter that Iran takes steps toward development and industrialization, so managers of Iranian organizations also face the same challenges and Strategic thinking is evident and essential for them. The information of this descriptive and overview paper have been collected using documented studies and electronic resources. The main goal of this paper is the importance of creating and establishing Strategic thinking and vision for managers of organizations and business enterprise in Iran. In this paper after expressing the importance and necessity of Strategic thinking and concept and review the literature of Strategic thinking we have discussed the comparison of Strategic planning and thinking elements, the pattern of Strategic thinking in both individual and organizations levels and we also have provided principles for achieving Strategic thinking. The result of this paper showed that to achieve the Strategic thinking, managers should have multidimensional vision and thinking versus single vision to the organization and they also should have a proper concept of environment around the organization and analyze the internal and external factors and consider appropriate solutions to achieve the goals and perspectives of organizations.

Key words: Strategic thinking, Strategic planning, vision, organization, creativity

1. Introduction:

Strategic thinking, not only dedicated to the present. Managers of society at different periods, have used that's concepts, platforms and solutions. But in the present century, The experts of the management science use a scientific style, in particular, in strategic thinking. (1). Paradigm Strategy in 1990 decade found more development with the emergence of strategic thinking, so in this way can help to strategic management. Development of strategic paradigm from strategic planning to strategic management and ten to strategic thinking is reflection of economic, technology and social changes, That the organization was faced with new requirements. (2). Today, toward the future, given the rapid changes and to manage more complex organizations, the need is felt more strategic thinking. Therefore, gradual competitive business environment, increasing brand engagement with the world and the need for firms entering unknown markets, are more serious. Employing strategic thinking approach by managers.(3).

2. Significance of issue:

Strategic thinking has been emphasized over the past decade in the field of strategic management and research; many noted the importance of having the ability to think strategically for the Managers. Strategic thinking is enumerated as one of the leaders of two main features with outstanding performance. Based on research results is done with the purpose to identify management skills needed for Asian countries Managers, strategic thinking by all respondents, has been identified as the first or second skill is needed to improve the

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performance of Managers. (4).in Iran, Due to the increase change and development organization in technology, being competitive business environment and the expectations that customers and stakeholders of the organizations and institutions, there need managers with a strategy of thinking, as this See through the organizational factors and take the right decision. (3). Strategic thinking enables the manager to understand what factors are effective in achieving desired goals. This thinking takes place through a proper understanding of market rules and responding creatively to it which is important in unstable environments and changing business today. Because without thinking, would be ineffective efforts to achieve organizational strategies designed.(5). Strategic thinking is an appropriate approach for creating strategies in today's business environment. This approach in terms of intense competition is considered as an advantage without replacement. (6).

3. Strategic Concept:

About the concept of strategic thinking, there is no consensus among experts. Lack of clear understanding of strategic thinking, has caused considerable confusion field of strategic management. (3). Strategic thinking is to identify characteristics of competition and seeing the opportunities that are oblivious to its competitors. (7). this refers to the thinking process of creative thinking. Strategic thinking process has a combination nature. (1). generally, strategic thinking is an "insight and understanding of current situation and the exploitation of opportunities". This insight helps us recognize that the rules of market realities. (5).

3.1 Elements of strategic thinking:

Albert agreed that the strategic process components include:

Extent of individual areas of interest in organizational issues

Time horizon in making decisions

People take advantage of strategic thinking ability. (4).

Strategic thinking has elements that (Myntzbrg Dardnasry& Vlasyka, 2008) has discussed the following elements :(figure1)

Systematic vision, Focus on intentions, Intelligent opportunism, Timely think, Implementation of theory

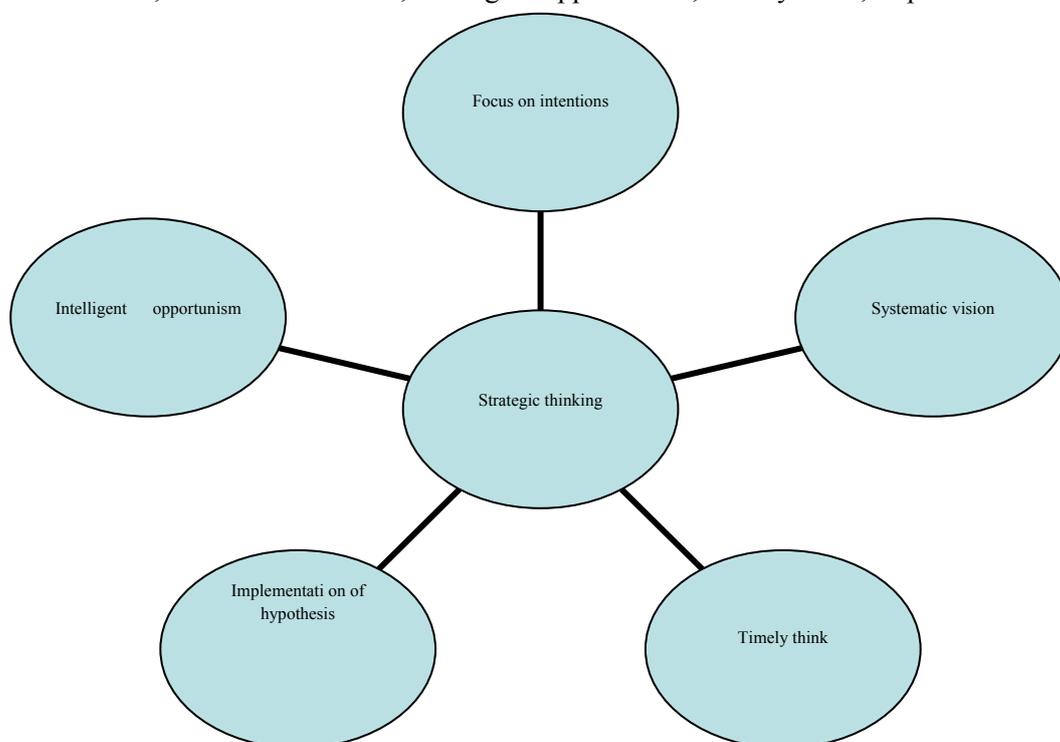


Figure (1). Elements of strategic thinking(Ali ahmadi, 2007, P: 24)

3.2 Establishment pattern of strategic thinking:

For the Establishment strategic thinking is presented several models. This article has been used in the two-level model of strategic thinking that is provided by Boone. (Figure2). Boone model is discussed strategic thinking in two different levels of individual and organizational. In his opinion, if organizations can establish strategic thinking in these two levels, they reach a central competence. Therefore, strategic thinking requires a two-level perspective. The one hand, to analyze the characteristics of a strategic thinker and the other hand, to analyze the current processes in organizational context. (3)

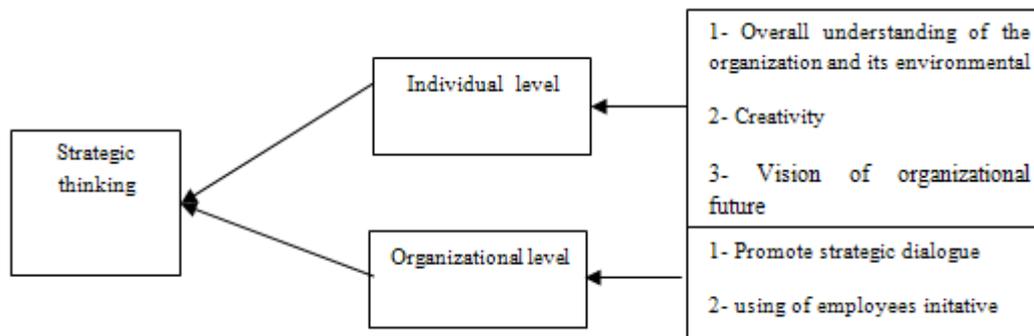


Figure 2. Establishment pattern of strategic thinking (Iranzadeh, 2009, p: 22):

3.3 Strategic thinking at the individual level:

Strategic thinking has three elements: the individual level which includes: Overall understanding of the organization and its environmental: To achieve such an understanding, need to know the relationship between the problems and how they influence each other, and also to check that a solution in a sector, what will result in other sectors. Achieving such a vision requires general understanding is that the subsystems are organizations that operate within large systems such markets and industries. (3).

Creativity: Creativity is a process that starts with the Idea producing. Strategic thinker to build competitive advantage should be in search of new perspectives. A requirement for being creative, is ability of questioning of common concepts. Another way is to create a connection between seemingly unrelated topics. (4).

Vision of organizational future: Strategic thinking must take emanating from a deep understanding of organizational target and vision for the future good organization. Perspectives are the images and perceptions that people have kept them in their hearts and minds. Perspectives, can cause motion perception and understanding of the organization and to provide focus and emphasis on all field activities within the organization. (8).

Strategic thinking at Organizational level: strategic thinking creates a background in the organization, which has been created where the individual strategic thinking. Organizations also need to create structures, processes and systems that are able to promote strategic dialogue among the great teams.

Strategic dialogue: Strategic thinking requires time and reflection to explore ideas. Not using such conventional and negative ((We now do not have the time)) in strategic talks, is considered an important prerequisite for strategic thinking.(3,8). Organizations need to create a vision that is legal framework for managers to be involved in that space with strategic issues.(5).

Using creativity and initiative of the Organization Staff: In addition to the organizations strategic dialogue between senior managers, should be the underlying environment where employees can contribute and should develop new Idea and strategies. One of management thinkers in the field of creativity and innovation factors, refers to the four categories factors:

- *Attract creative and innovative forces in the organization
- *Providing adequate time and facilities for research and financial initiatives
- *Enough freedom to do creative activities and efforts

*Using the results of creative activities and giving appropriate rewards to creative people. (10)

Principles to achieve strategic thinking:

These principles include:

Learning environment outside the organization

Making discover the needs of not providing

Attention to the ultimate goals, before considering to intermediate targets.

Capability-building competition before making capability to produce

Understanding and using shortcut path

4. Conclusions and suggestions:

Strategic thinking is a means to shape and system disturbances. This means that the person will be able to strategic thinking in your mind to create order and harmony. Strategic thinking is a mental power. In this way, the organization is seen as a whole which is composed of complex component. Strategic thinking enables managers to understand what factors are effective in achieving desired goals and how these factors creates value for customers? This thinking takes place through a correct understanding of market rules and responding creatively to it. In Iran, although managers to be able to achieve these goals, require a multi-dimensional perspective to the individual and the organization. Based on the research findings are presented following recommendations:

*They should have a thorough understanding of the organization and its environment

*They have creativity and provide new ideas

*The definition to make clear and explicit vision for the organization

*Create research groups in the organization

*Learning from environment

*Need to discover of hidden

*Considering the main goals of the organization

*Using from shortcut ways

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