

Solutions to improve the strategic thinking of managers

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ABSTRACT

The purpose of the present research is the solutions to improve the strategic thinking of managers. The research method is mixed. The statistical population of this research includes all experts in two categories, including experts in the field of strategic management and the employees of the education organization. To select a sample, we consider the number of experts to be 12 people. Among the employees who are 143 people, two questionnaires have been used in this research. The purpose of distributing the first questionnaire has been to identify and reach a consensus about strategic management criteria. This questionnaire has had a total of 30 questions. The second type of questionnaire is for extracting the weight of criteria that were designed and used in the first stage. The results of findings showed that quality, interest, enthusiasm, responsibility, speed are effective in improving strategic thinking.

Keywords: Identification and Prioritization, Solutions for Improving Strategic Thinking

Introduction

The "Strategic Thinking" topic has been highly regarded in the field of strategic management for more than a decade ago, and in many researches the importance of strategic thinking for managers has been mentioned. Strategic thinking has been considered as one of the two main capabilities of leaders with outstanding performance (Kazempour, 2014). From Mintzberg's point of view, strengthening strategic thinking leads to compiling better strategies. He believes that managers who are equipped with the ability of strategic thinking are able to encourage other employees to find creative solutions for the success of the organization. This group of managers sees the organization as it should be and not as it is (Nasehifar et al., 2008). In this way, strategic thinking can be considered as an introduction to the future design of the organization. Based on the results of a research that has been conducted with the aim of identifying the managerial skills required for managers in Asian countries, strategic thinking has been identified by all respondents as the first or second skill needed to improve the performance of managers. Along with the global trend of increasing the tendency to use strategic management tools and techniques, also in our country, for reasons such as privatization and readiness to join the World Trade Organization, the need for effective use of such tools is increasing. Therefore, improving the ability of strategic thinking in managers as one of the key factors in the effectiveness of the strategic management process requires more attention (Rigby et al., 2007). The term strategic thinking has been used in many cases incorrectly and for referring to concepts such as strategic planning or strategic management (Lopez, 2005). Therefore, it is necessary to examine these cases separately and their differences should be considered. Strategic thinking refers to a creative and divergent process that is related to the vision and perspective designed by the leaders of the

organization. This point requires managers' thought to go beyond daily operations with the aim of focusing on the long-term strategic intention and purpose desired for the business (Tsing, 2011). Strategic thinking includes activities such as data collection, analyzing and discussing about the conditions governing the organization, and in companies with diverse activities, answering basic questions about the organization's portfolio. Abraham knows strategic thinking as identifying reliable strategies or business models that lead to the creation of value for the customer. He believes that the search for finding appropriate strategic options, which is usually done as a part of the strategic management process, is in fact the practical result of strategic thinking. Gerets also considers the role of strategic thinking as trying for innovation and visualizing a new and very different future for the organization, which may lead to redefining the main strategies or even the industry in which the company is doing activity. Therefore, it can be said that strategic thinking is an ongoing process that its aim is to remove ambiguity and give meaning to a complex environment. This process involves analyzing the situation as well as the creative combination of the results of analysis into a form of successful strategic plan. Strategic planning, in contrast, is often used to refer to an analytical and planned process.

Strategic planning refers to a set of concepts, procedures and tools designed to help leaders, managers and planners for strategic thinking and action. Strategic planning, as mentioned, is a set of theories and frameworks designed along with complementary tools and techniques to help managers for strategic thinking, planning and action. Creative and unique strategies that are the result of strategic thinking must be operated through convergent thinking and analysis, or in other words, strategic planning.

In this research, due to the high importance of strategic thinking category in the organization, we seek to expand this issue, evaluate it in the organization under study and also provide solutions to improve it. In order to improve strategic thinking, we should know the elements composing strategic thinking. Napier and Albert consider three aspects for strategic thinking: a) the breadth of the individual's focus domain when thinking about organizational issues, b) the time horizon in decisions, c) the key individuals in the organization who exploit strategic thinking capability, and also the ratio that they use formal planning systems. Gerets believes that the elements of thinking on the right side of the brain, including creativity, searching, and entrepreneurship are among the components of strategy design, or in other words, strategic thinking (Gerets, Faina, 2002). Accor and Englist in their research define strategic thinking using elements such as awareness about industry and competitors, criticizing oneself, awareness about the company's main problems, and learning from past experiences. The mentioned researchers have all studied strategic thinking and its elements at the individual level, but another group of researchers in addition to the individual level elements, have also considered the context and environment of the organization, although the latter group has also placed more emphasis on the elements of the individual level (Lidtko, Jane, 1998). Bonn believes that understanding the concept of strategic thinking requires a dual approach that, on the one hand, identifies the characteristics of the person with strategic thinking capability and, on the other hand, examines the organizational processes and contexts that govern the individual. In his later researches, he also considers the third level with the aim of examining group interactions that affect strategic thinking.

Strategic thinking is a method for observing the conditions and environment we are encountering and then decision making and acting based on a specific model; from the general point of view, strategic thinking is an "insight and understanding of the current situation and taking advantage of opportunities". This insight helps to know the realities of the market and its rules correctly and on time, and to create innovative and value-creating solutions to respond to these conditions (Samiei Nasr, 2008: 41). This motivation and commitment is created through a power which is actually simple while attractive. What makes a strategy effective is not the procedure and methodology used (many outstanding managers have not experienced memorable strategies from the usual methods of strategy compilation) but this insight is towards the business factors that can make a strategy strong and value-creating, insight into the market is the basis of deep understanding and rules of the game and how to apply them, a new idea of an innovative product or a new way of business only if it has this cognitive theme it can be the basis of creation and value for the customer and competitive advantage for the organization; how this insight is created, the answer to this question is in one phrase: Learning from the business environment (Ghaffarian, 2006: 15). Abraham considers strategic thinking as the identification of reliable strategy or business models that lead to the

creation of value for the customer; he believes that the search for appropriate strategic options, which is usually done as a part of the strategic management process, is in fact the practical result of strategic thinking (Abraham, 2005: 5). Strategic thinking with its tools helps managers in coordination with environmental (internal and external) changes. Managers redouble their efforts to find golden solutions when they are located in unpredictable and unstable conditions. Today's market is completely unstable; the arrival of any new product can mean a new crisis for weak companies. In some areas of business, the pace of changes is also so high that it cannot last without equipping planning with the strategic thinking tool. Managers must distinguish when and how to break the permanent rules and use new methods (Stacey, 2010: 12).

Definition of Concepts

Strategic Thinking

"Definition" is a tool for introducing concepts and approaches, but introducing "strategic thinking" through its definition is an ineffective action. The reason for this lies in the conceptual complexity of this approach. Each one of the numerous definitions offered for strategic thinking has considered some aspects of this approach; although none of them include all dimensions. In such a situation, for the introduction, instead of definitions it is better to address the nature and characteristics of strategic thinking, and thus try to depict a correct view of this approach.

From the substantive view, strategic thinking is an "insight and understanding". In complex business situations, this insight helps

- 1 - The realities of the market and its rules are known correctly;
- 2 - The new features of market are discovered earlier than others;
- 3 - The leaps (discontinuities) of the business are understood;

4 - And to respond to these conditions innovative and value-creating solutions are created. Strategic thinking enables the manager to understand what factors are effective in achieving the desired goals and which are not effective and why and how effective factors create value for the customer. This insight creates the distinction power regarding the factors that influence value creation. Without this distinction, spending the (material and immaterial) resources of the organization to achieve success will be fruitless. "If you do not distinguish the basic issues, no matter how much mental and physical pressure you put on yourself and your employees, ultimately no result will be obtained except confusion and failure," says Ken Eichi Omi in his authoritative book entitled "Thinking of a Strategist". Strategic thinking is not "predicting" the future. Strategic thinking is to distinguish the characteristics of the competition field on time and to see the opportunities that competitors are unaware of. Jeff Bezos, the founder of Amazon Company when discovered the ability to sell book on the internet network in 1995 and turned it into a business, distinguished that distributing book on the internet network not only reduces costs, but also creates capabilities for the customer that it does not create a competitive advantage in any way by strategic thinking system through identifying and reinforcing activities that create unique value for the customer. This action is done by understanding market rules and responding to it creatively. And this is a unique approach in an unstable and changing business environment.

Strategic thinking appears in the form of "simple and profound" rules. These rules have created a specific mental model and will be the basis of daily decision makings to the overall orientation of the organization (Figure 1). The LEGO Toy Company has formulated this strategy in the concept of "every manufactured product must have learning for the child" and the BAIN Consultants Company has formulated it in the "commitment to the result for the customer". These simple but profound phrases specify the basic orientation of these companies and clearly state the basis for creating value for the customer and competitive advantage for the organization.

Strategic thinking creates motivation and commitment for the organization and its stakeholders. This motivation and commitment is created through a power that is in "fact" simple and at the same time attractive. As Anthony Saint-Exupery says "If you want to build a ship you do not have to call people and specify a task for everyone, rather it is enough to show them the endless majesty of the sea".

Henry Mintzberg knows strategic thinking as an integrated view of business in mind; Gary Hamel describes it as the artistic architecture of strategy based on creativity and understanding business. Ralph

Stacey knows it learning-based planning. Each of these interpretations provides a view of this approach, while none of them claiming to state the whole of this approach (Twiner, 2015).

Organizational Effectiveness

The first view presented about effectiveness (which was probably proposed during the 1950s) was very simple: effectiveness had been defined as the ratio or extent to which an organization realizes its goals; of course there were numerous ambiguities in this definition that led to limit the investigation of researchers and managers' using it. An example of the ambiguities that existed was that to whom the proposed goals in defining effectiveness belong? Are the long-term goals are considered or short-term goals? Are the official goals of the organization considered or the real goals? If we consider the goal that most researchers and organizational thinkers agree on, and is considered as the necessary condition for the success of an organization, then our viewpoints become clearer. This is the goal of survival. If the organization is engaged in doing activities, it is because of prolonging its life.

Definition and Concepts of Effectiveness from the Experts' Viewpoint

Effectiveness is one of the important concepts that has long attracted the attention of experts to itself, and despite many researches and studies, the ambiguities about the fact that what effectiveness is and what indicators should be used to evaluate it, have not yet been completely removed.

Effectiveness in the dictionary means "effect size" which is used about people and actions (Shirazi, 2014: 271).

But what the scientists of behavioral sciences are looking for is much deeper and broader than the perceptions of ordinary people, that some of the concepts of effectiveness are mentioned below:

Etzioni defines effectiveness as the ratio of goals realization. Fiedler who has proposed the effective leadership theory considers effectiveness including the relationship of manager with colleagues; the ratio of predetermined work and the ratio of power the manager achieves by his/her position. Reddin believes that effectiveness refers to the extent of work that managers can achieve certain results or specific needs through accurate administration in the organization position. He also considers effectiveness depending on the personality, behavior, and expectations of the manager, subordinates, colleagues, peers, and the organization (Mirkamali, 2014: 37). Caldwell and Spinks say effectiveness is the size or extent of achieving the goals of the program. Hoy and Miskel consider effectiveness as practical description to achieve a goal. Toto believes that organizational effectiveness is a rotational and continuous process that starts from the plan of the program and includes all activities that are both to achieve the goals of the organization and also to determine how well and desirable they have been performed (Shirazi, 2014: 281).

Mirkamali defines effectiveness and efficiency as: Effectiveness and efficiency means achieving individual, organizational needs, goals and objectives that are accompanied by a kind of individual and organizational satisfaction. As a result, in addition to increasing the production, output and productivity of the organization, it raises people's morale and sense of responsibility and makes them feel satisfied and happy with their work and organization.

Alagheband considers effectiveness as a function of agreement and conformity of behavior with the expectations of a certain role. In other words, the effectiveness of managers is the agreement of organizational behavior with organizational expectations (Alagheband, 2015: 168).

Rezaian considers the effectiveness or efficiency of an organization in the form of determined goals and the satisfaction of those who have role in achieving these goals (Rezaian, 1993: 3).

Hoy and Miskel define the effectiveness and ability of the manager to have privileged success in negotiating with his/her environment and using his/her position to gain scarce and valuable resources. This definition of effectiveness pays attention to the process of continuous behavior exchange and solidarity as well as competition in obtaining scarce and valuable resources (Hoy and Miskel, 1992: 72).

In the books of "Organization and Management" the effectiveness is often proposed as the ratio of organizational goals realization and efficiency as spending minimum resources to realize the goals. The organization and management must also be effective, that is, they should provide the means to realize the goals of the organization and also be efficient, that is, consuming the least resources to realize the goals.

Strategic Planning

An effective strategic plan has the right information and strong ideas and has committed people at the main core of the group. Involve the proper people from the beginning and ask them to search for information and facts.

Compiling an effective strategic plan requires that your plan be prepared in a methodical way using the results of deep analyses, so you have to make a series of important choices. These choices will be the basis for doing the changes (Ali Mirzaei, 2014: 28).

Execution of Strategic Planning Stages

The first stage in compiling a strategy is to specify its goals; having determined the exact direction of movement, you will understand what your competitive advantages are and what unique characteristics your group or organization has that customers want. So you should specify the limit and boundaries, the areas you want to focus on, the stakeholders you want to consult with during the planning process, and finally your schedule plan (Ibid).

Step-by-Step Strategy Planning (Ali Mirzaei, 2004)

1. Step-by-Step Strategy Planning
 - 1- Determining the goal
 2. Specifying competitive advantages
 - 3- Determining the field of activity
 4. Selecting the areas under emphasis
 - 5- Budget estimation (Ali Mirzaei, 2003: 28)
2. Smoothing the Strategy: When compiling a strategic plan, you should be careful that your plan is located in the overall format of the organization and is consistent with it, the goals of the plan should be coordinated with the plan of other parts of the organization to prevent the emergence of conflict and confusion in the competition market (Ali Mirzaei, 2014: 42).
3. Testing the Strategy: having prepared the strategic plan, everyone should be committed to it as long as this plan does not need to be revised and modified due to change in circumstances. To maintain the effectiveness of the plan, it is necessary for you to test all current measures and new ideas in terms of their compatibility with the compiled strategy (Ali Mirzaei, 2004: 44).
4. Transparent Informing: If you want your strategy to be successful, you should inform all relevant people and inform them of your plan so that everyone knows what benefits the desired strategy will have for them. This point leads each of them consider him/herself committed to the new strategy (Ali Mirzaei, 2004: 46).
5. Implementing the Strategy: The implementation of the strategic plan requires the launch of a series of change projects that will ultimately lead to the realization of strategic goals. Simultaneous with the improvement of the current performance, learn the method of change in order to face the future conditions (Ali Mirzaei, 2004: 48).
6. Retesting the Strategy: At the end of the planning year, the strategy may be completely different from the original plan, but if the group has used the agreed criteria to evaluate the work samples, the new plan can still be a reflection of the best pace and direction of progress. When the group makes a change in the strategy, the advantage of using a sample work pattern can be observed again. By putting a change plan (for example a new emphasis on a new market) in testing the sample work pattern you will find out what opportunities you should use. Finally, some cases take place that even the sample work pattern itself also needs to be changed and modified, but do not forget that the goal of strategic thinking is also the same; being up-to-date and permanent improving (Ali Mirzaei, 2004: 65).

Research Implementation Method

Quantitative and qualitative development of research activities in knowledge-based, developed and developing societies has become a permanent and continuous process, and diversity in various research methods requires a new approach of research methods and models. The use of mixed and integrated methods to accelerate the realization of research goals and presenting a more complete image and a deeper understanding of the phenomena under study is considered a new movement in the field of scientific researches that meeting this research need is one of the basic requirements of researchers. In this respect, mixed research methods as an approach of quantitative and qualitative methods have created a situation for researchers, based on which they can put methodologies, designs, models and methods used in a single research study together. Due to the formation of mixed methods and the investigation of the research paradigms of models and methodological designs, this article examines mixed research as a methodology for interdisciplinary studies and the development of various methods and designs in mixed research studies and addresses how to combine quantitative data.

Research Implementation Stages

Since the evaluation indicators of each system will be different depending on the main objectives of its creation and the important tasks expected from that system as well as the influencing factors and the type of costs incurred, so to identify solutions to improve strategic thinking of managers, the following steps are taken. First, by referring to the background of studies conducted in this field, a number of indicators are identified and to ensure the effectiveness of the identified indicators in the process of selecting solutions to improve the strategic thinking of managers, a questionnaire is prepared and distributed among experts. By collecting the questionnaires, all indicators of solutions to improve the strategic thinking of managers are specified. In the next step in order to determine the important ratio of each one of the indicators of questionnaire, paired comparisons between indicators are designed. By collecting the views of experts and using the hierarchical analysis process, the relative weight of each index is determined.

Data Collection Tool

According to the above explanations, three types of questionnaire were distributed. The purpose of distributing the first questionnaire has been to identify and reach a consensus on solutions to improve the strategic thinking of managers. This questionnaire has had a total of 36 questions (3 demographic questions and 33 criteria-worthy questions). The second type of questionnaire is for extracting the weight of criteria that were designed and used in the first stage (output of the first type of questionnaire). The third type of questionnaire is for solutions to improve the strategic thinking of managers according to the indicators.

Validity and Reliability of the Measurement Tool

The most important data collection tool in the present research is a questionnaire, so the validity and reliability of the questionnaire is of particular importance. Before final confidence in the measurement tools and using them in the main stage of data collection, it is necessary for the researcher to find the necessary relative confidence regarding the validity of using the desired tool and its reliability scientifically.

Research Findings

1- According to Table (4-1), among the employees under investigation, 135 people (87.1%) are male and 20 people (12.9%) are female.

2- According to Table (4-2), among the employees under investigation, 19 people (12.26%) are under 30 years old, 34 people (21.94%) have 31 to 40 years old and 102 people (65.8%) have 40 and higher years old.

3- According to Table (4-3), among the employees under investigation in this research, 54 people (34.84%) are under diploma, 20 people (12.9%) have diploma, 18 people (11.62%) have associate, 52 people (33.55%) have bachelor and 11 people (7.09%) have master and Ph.D.

4- According to Table (4-4), among the employees under investigation, 13 people (8.39%) are single and 142 people (91.61%) are married.

5- According to Table (4-5), among the employees under investigation, 61 people (39.35%) are formal employees and 94 people (60.65%) are contract employees.

6- According to Table (4-6), among the employees under investigation, 20 people (12.8%) have under 5 years of work experience, 17 people (10.97%) have 6 to 10 years of work experience, 16 people (10.32%) have 11 to 15 years of work experience, 14 people (9.1%) have 16 to 20 years of work experience, 42 people (27.11%) have 21 to 25 years of work experience, 33 people (21.31%) have 26 to 30 years of work experience, and 13 people (8.39%) have more than 30 years of work experience.

7- According to Table (4-7), among the employees under investigation, 25 people (16.13%) have low, 83 people (53.55%) have moderate, 34 people (21.93%) have high, and 13 people (8.39%) have relatively high familiarity with the concept of improving strategic thinking.

Other Research Findings

1- In the statistical sample under investigation, quality with 25.08% was selected as the first priority, interest with 20.94% was selected as the second priority, enthusiasm with 19.79% was selected as the third priority, responsibility with 19.5% was selected as the fourth priority, and speed with 14.68% was selected as the fifth priority (Table 4-14).

2- In the statistical sample under investigation for creating responsibility, ethical factors with 26.55% were selected as first priority, organizational factors with 25.79% were selected as second priority, individual factors with 25.75% were selected as third priority and technical factors with 21.91% were selected as fourth priority (Table 4-21).

3- In the statistical sample to create speed in work, technical factors with 30.66% were selected as the first priority, individual factors with 23.85% were selected as the second priority, ethical factors with 23.10% were selected as the third priority and organizational factors with 22.39% were selected as the fourth priority (Table 4-28).

4- In the under investigation statistical sample, to create quality in the work, ethical factors with 25.93% were selected as first priority, individual factors with 25.84% were selected as second priority, organizational factors with 25.8% were selected as third priority and technical factors with 22.34% were selected as fourth priority (Table 4-35).

5- In the under investigation diagram to create enthusiasm at work, ethical factors with 28.73% were selected as first priority, individual factors with 25.85% were selected as second priority, organizational factors with 23.84% were selected as third priority and technical factors with 21.85% were selected as fourth priority (Table 4-42).

6- In the statistical sample under investigation to create interest in work, ethical factors with 26.55% were selected as first priority, individual factors with 26.34% were selected as second priority, organizational factors with 24.93% were selected as third priority and technical factors with 22.08% were selected as fourth priority (Table 4-49).

7- In the under investigation diagram, ethical factors with 26.32% were selected as the first priority, individual factors with 25.68% were selected as the second priority, organizational factors with 24.72% were selected as the third priority and technical factors with 23.27% were selected as the fourth priority.

8- In the under investigation sample, the variables of organizational factors selected in order of priority are education and training of employees with 18.89%, creating motivation with 16.58%, being informed of performance with 15.86%, creating competition and job promotion with 15.58%, creating facilities and welfare services with 10.97%, changing and modifying attitude with 9.44%, innovation with 6.21%, facilitating health and safety conditions with 4.12%, and integration with 2.26%.

9- In the under investigation sample, the variables of technical factors selected in order of priority are using equipment with 33.99%, updating equipment with 24.8%, using internet sites 17.57%, using mechanized administrative and financial systems with 15.56%, and using new methods in advertising and marketing with 8.07%.

10- In the under investigation sample, the variables of individual factors selected in order of importance are education level with 20.45%, ability and work readiness with 17.34%, environmental compatibility with 14.87%, health (physical and mental) with 14.48%, creativity with 10.62%, increasing skill and information

with 8.79%, job recognition with 7.31%, observance of rules and administrative discipline with 3.63% and self-confidence with 2.51%.

11- In the under investigation statistical sample, the variables of ethical factors selected in order of priority are loyalty commitment with 20.34%, hard working with 17.36%, information transfer with 14.86%, honesty with 12.79%, work conscience with 11.3%, appropriate behavior and treatment with others with 9.23%, working honor with 6.65%, purification of practice with 4.86%, and combating corruption with 2.63%.

Discussion and Investigation

The results show that creating motivation and job satisfaction among employees by the organization can have a significant role in increasing the strategic thinking improvement of the company's human resources.

Studies conducted by Saatchi in 2001 also show that if all the factors and conditions are provided in an organization to achieve the improvement of strategic thinking, but employees do not have the necessary motivation to work, the improvement of their strategic thinking and the organization will not show significant increase either.

The research result of Fatemeh Obeidi (2002) confirms this point. She believes that creating motivation in human resources as the most valuable asset of the organization is the most important factor in improving strategic thinking in the organization. The more satisfied needs people have, the more rational and logical their behavior is (Asili, 2002).

Studies conducted by Weroom and Edward (1973) indicate the point that job satisfaction and creating job motivation have motivated employees to work more so that by increasing employees' satisfaction, more strategic thinking improvement can be achieved (Eghtedari, 2005).

Kent and Caring (1998) believed that if an organization was successful in creating motivation and job satisfaction for its employees, it would also have employees who recognize the organization as (us) and consider themselves as an integral part of its successes and know the improvement of strategic thinking of the organization to be as important to themselves as it is to the organization (Afkhami, 2007).

Ghaffari (1994) has also determined the creation of motivation among employees as an effective factor and has considered the management method leading to the creation of motivation as considerable (Ramzgoyan, 1995).

Filley and House (1965) stated in their researches that job satisfaction and pleasure as well as the application of leadership style increase the strategic thinking improvement (Zekavtmand, 1999).

Gholamreza Asili (2002) in his research stated that investigating job motivations improves the strategic thinking of human resources in energy research institutes. Also, Dr. Ghasem Ansari Zamani (1990) stated that job motivation of employees is effective in improving strategic thinking of human resources of Tehran Sugar Factory.

Suggestions

Among the valuable deposits that are entrusted to the management in an organization are the intelligent assets of the organization or in other words its human resources and the management is responsible for creating appropriate contexts of education and training and growth of the employees to be able to respond the critical managerial responsibility in the presence of God and increase the quality of their work (and not just quantity) by rationalizing and making the employees' thoughts and actions more smart in the direction of the organization's goals, and ultimately promote the organization's strategic thinking improvement. In the following some suggestions are mentioned that the organization's management by using them can increase the improvement of strategic thinking of its employees and improve it.

1- According to the results obtained from the research, facilitating health and safety conditions as the low priorities of the criteria of organizational factors was selected by the employees and since the human resources in the organization should be protected and maximum improvement of strategic thinking should be achieved, so the management of the organization should make efforts to promote the level of safety and health of the human resources working at all levels. And this point is fulfilled by giving importance to the needs and demands of employees that pave the way for the emergence of strategic thinking improvement

in each of them, which is not only in the interest of the organization but ultimately the country will also benefit from it.

2- According to the obtained results, from the employees' point of view, updating the equipment allocated the second priority of the criteria of technical factors to itself. Therefore, updating the resources, equipment and facilities in the organization is considered as one of the most important features of strategic thinking improvement. This feature in the field of industry is associated with special complexities and delicacies. Therefore, if the management of the organization acts correctly and accurately, it will lead to victory and success in tasks, just as if it acts unprincipled and irrational, it will cause the collapse of the organization and the waste of capitals and facilities and the destruction of the workforce.

3- According to the obtained results, environmental adaptation allocated third rank among the variables of individual factors in order to increase the individual strategic thinking improvement by the employees of Kerman Regional Electricity Company to itself. Thus, it is the duty of the organization's management to teach the concepts of strategic thinking improvement in the whole organization with the necessary planning and to provide the ground for its promotion, and also by creating a suitable atmosphere in the workplace and encouraging employees, increase their inclination and belonging to the workplace, and thus, it takes a fundamental step in reducing losses and wasting time and both human and physical resources.

4. According to the obtained results, job recognition was proposed as another criterion of individual factors in promoting the employees' strategic thinking improvement. Therefore, management should also be aware of this point and try as much as possible to create a proportion between employees' jobs and their personality traits.

5. According to the obtained results, employees chose the ability and readiness of work as the second priority of the variables of individual factors, which indicates the special effect of this issue in increasing their strategic thinking improvement. Therefore, it is the responsibility of the management to flourish the latent talents of the employees and to strengthen the spirit of improving their strategic thinking and readiness.

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