

The Impact of the Dimensions of Strategic Foresight in Achieving the Organizational Brilliance of Banks/ Applied Research in a Number of Iraqi Private Commercial Banks

Hadeel Tareq Ali¹, Dr. Baydaa Sattar Lafta²

Abstract

The research aims to shed light on the dimensions of strategic foresight, namely environmental survey, future vision, scenarios, and restructuring, and measure their impact on achieving organizational brilliance in banks. Organizational brilliance is represented by leadership brilliance, service and innovation brilliance, knowledge brilliance, and employee brilliance. The research was conducted in several private Iraqi commercial banks, including Baghdad Bank, Iraqi Investment Bank, Iraqi Middle East Investment Bank, Business Bay Bank, Ashur International Investment Bank, Al-Mansour Investment Bank, and Across Iraq Investment Bank. The research adopted a descriptive analytical approach, utilizing a questionnaire as the main data collection tool. The statistical program used for data analysis was SPSS version 28. The research collected data from a sample of 165 officials across different job levels, including senior management, middle management, and executive management. This sample represents 60% of the total community of 277 officials. Various statistical methods were employed in the analysis, including weighted arithmetic mean, standard deviation, coefficient of variation, corrected interpretation coefficient AR2, analysis of variance (ANOVA), regression coefficient, and F-test. The key findings of the research indicate that there is an average level of interest among surveyed banks regarding the concept of strategic foresight. Moreover, the research highlights the positive impact of strategic foresight on achieving organizational brilliance. Additionally, significant differences were observed in the responses of the sample according to the surveyed banks.

Keywords: *strategic foresight, dimensions of strategic foresight, organizational brilliance, banks' organizational brilliance.*

Introduction

Due to the increasing complexities, challenges, and environmental pressures that the world is currently experiencing, organizations, especially banks, are under significant pressure to seek innovative methods and approaches. This is necessary for leaders to navigate rapidly changing environments, provide banking services to the community, and achieve high market efficiency while striving for excellence and organizational brilliance. Traditional work styles of bank departments need to adapt to the evolving landscape of knowledge and technology. This necessitates the integration of brilliance across all areas of their operations, fostering creative and innovative ideas while leveraging human and

¹ Master student, Higher Institute of Accounting and Financial Studies /University of Baghdad, Iraq, hadeel.tareq1202m@pgiafs.uobaghdad.edu.iq

² Professor at Higher Institute of Accounting and Financial Studies /University of Baghdad, Iraq, bydaastaar@mracpc.uobaghdad.edu.iq

material capabilities. Strategic foresight plays a crucial role in this process by tapping into the cognitive abilities of human resources and providing a scientific skill set to anticipate the general directions of banks. It serves as a vital source for achieving organizational brilliance. Accordingly, this research is structured into four sections. The first section covers the research methodology, the second section focuses on the theoretical framework, the third section analyzes the research results and tests its hypotheses, and the fourth section presents the most significant conclusions and recommendations derived from the research.

The first section: Research Methodology

First: The research problem

The research problem emerged from field visits to the surveyed banks and the researcher's analysis of their financial statements and annual reports, which revealed a lack of emphasis and implementation of strategic foresight by the departments within these banks. Strategic foresight is essential for banks to achieve organizational brilliance. Based on these observations, the research problem is formulated as the following main question:

Does the implementation of strategic foresight dimensions have an impact on achieving regulatory brilliance in banks?

Second: The Importance of Research

1. Providing and enriching scientific knowledge to serve as a foundation for researchers to focus on and explore these two variables in various fields.
2. Seeking to draw the attention of bank officials towards achieving organizational brilliance by effectively utilizing strategic foresight across all aspects of their work. This enables them to proactively address risks and threats and prevent them in a timely manner.
3. Shedding light on the crucial banking sector, which serves as a key pillar and vital conduit for driving the country's economic activity.

Third: Research Objectives:

1. Assessing the level of interest and implementation of strategic foresight and organizational brilliance, as well as the extent of alignment with their respective dimensions, within the surveyed banks' departments.
2. Measuring the impact of strategic foresight on organizational brilliance within the surveyed banks.
3. Identifying significant differences in the responses of the sample regarding the two research variables based on the surveyed banks.

Fourth: Research hypotheses:

1. The first main hypothesis states that strategic foresight and its dimensions significantly impact the overall organizational brilliance of banks.
2. The second main hypothesis suggests that there are statistically significant differences in the sample responses regarding "strategic foresight" and "organizational brilliance of banks" based on the surveyed banks.

Fifth: Research Tool:

The researcher utilized a questionnaire as the primary data collection tool for the practical aspect of the research. The questionnaire's structure was developed after reviewing relevant literature on the research topic, and it was presented to experts for their feedback and insights. The questionnaire consisted of two main sections:

1. The first section aimed to gather demographic information about the respondents, including gender, age, educational qualification, job level, and years of service.
2. The second section focused on the main research variables and their dimensions. For each dimension, six questions were formulated, resulting in a total of 24 questions. Therefore, the questionnaire comprised a total of 48 questions. All questions were designed using a five-point Likert scale, ranging from "very high" to "very low," with corresponding weights of 5, 4, 3, 2, and 1, respectively.

Sixth: Statistical Methods Used:

The researcher employed the statistical program SPSS (version 28) to perform various calculations and analyses. The following statistical methods were utilized: Calculation of weighted arithmetic mean, computation of standard deviation, determination of coefficient of variation, calculation of corrected interpretation coefficient AR2, analysis of variance (ANOVA), calculation of regression coefficients, conducting the F-test.

The second section: Theoretical Framing of the Research

First: Definition of Strategic Foresight

Strategic foresight has been defined by various scholars. According to (Rohrbeck et al, 2015: 6), strategic foresight is the ability to anticipate developments before they become trends, recognize patterns before they fully emerge, and shape future events. (Lari et al, 2020: 176) define it as the application of systematic and participatory processes, gathering future intelligence, and building medium- to long-term visions to inform decision-making and foster collaborative actions. Additionally, (Haarhaus & Lienen, 2020: 2) describe strategic foresight as the ability to create and maintain a high-quality, coherent, and functional future vision, utilizing emerging ideas in ways that benefit the organization. Foresight, as highlighted by (Jihad & Hamed, 2020: 232), enables organizations to define a vision with strategic dimensions and identify and mitigate future risks and threats (Makki & Lafta, 2021: 9394). The researchers in this study define strategic foresight as the ability of bank management to expand their perception and understanding, develop a clear future vision, conduct environmental surveys to identify banking opportunities, diagnose potential risks, formulate appropriate scenarios and alternatives, and optimize resources to make informed strategic decisions that lead to success and brilliance.

Second: The Importance of Strategic Foresight

The importance of strategic foresight is evident through the perspectives of (Al-Abadi & Hadi, 2019: 75), (Shalaka & Joudeh, 2021: 342), and (Kahloush, 2021: 135), as well as the following points:

1. Strategic foresight empowers leaders with insights and the ability to anticipate and address crises and challenges before they occur.
2. It fosters a spirit of collaboration and partnership among different levels of management.
3. Strategic foresight provides organizations with an "interpretive" approach, enabling them to develop structured frameworks and methodologies to capitalize on opportunities arising from weaker competitors.
4. Its significance lies in the formulation of current policies that effectively address future problems.

Third: Strategic Foresight Requirements

The key requirements for the successful implementation of the strategic foresight process within an organization are outlined by (Da Costa et al, 2008: 370) and (Conway, 2015: 27) These requirements include:

1. Instilling the principle of future thinking and fostering belief in it throughout the organization's structures to promote idea development and acclimatization.
2. Identifying and familiarizing oneself with all methods and tools of strategic foresight, and clearly defining the goals and objectives.
3. Appointing capable leaders and officials who possess experience and understanding of the nature of foresight, while providing them with comprehensive support.

Fourth: Dimensions of Strategic Foresight

The present research draws upon the models of (Costanzo. A, 2004) and (Lennon, 2022) in classifying the dimensions of strategic foresight, these dimensions can be elucidated as follows:

1. Environmental survey: (Paliokaite et al, 2014: 164) define the environmental survey as a systematic and ongoing examination of the internal and external environment. Its purpose is to identify means, methods, and techniques that drive change and enable adaptation to potential events. Economic, political, and security conditions are among the components that directly affect banks' business within the environmental survey (Jassim & Al-Haidari, 2021: 1129), (Al-Jubouri, 2019: 121) describes it as the process of diagnosing internal and external variables and identifying indicators that have an impact, enabling management to reformulate strategies based on these indicators. Organizations cannot formulate their strategies accurately without monitoring the environment to identify external opportunities and threats, as well as assessing the strengths and weaknesses of their internal environment (Nima & Abdul Rahim, 2021: 235) (Dawood & Ahmed, 2023: 23).
2. Future vision: (Maccoby, 2004: 4) defines vision as a three-dimensional image of the desired future state of the organization. The responsibility for shaping this vision rests with senior management. Successful leadership lies in the ability to articulate this image with ideal precision, drawing upon imagination, intuition, and foresight. From the perspective of organizers, vision is seen as the mental and conceptual image that the organization aspires to achieve in the future (Jørgensen & Grosu, 2007: 17) (Abd Ali & Lafta, 2021: 4152).
3. Scenarios: According to (Manhal & Al-Abadi, 2015: 26), scenarios are an analytical tool used to monitor events, identify their causes, and interpret them as a series of sequential stages in order to make informed decisions. The use of this method began in the late 1960s and the term "scenario" has Italian roots, being employed in various fields such as military, economic, political, engineering, medical, and cinematic.
4. Restructuring: According to (Mcknight, 2012: 10), restructuring refers to all the methods employed by an organization to establish a foundation for its resources, continuously modify and develop them. One of the key factors for organizational success is the ability to reformulate and adapt resources in response to evolving circumstances. Organizations should be capable of effectively responding to changes in their business environment by reshaping their capabilities with maximum efficiency and in the shortest possible time (Hamed & Hanan, 2018: 147) (Shahwani et al, 2020: 61).

Fifth: Definition of Organizational Brilliance

According to (AL-Abdi, 2017: 159), organizational brilliance refers to an organization's ability to deliver the best results and services of high quality through its creative and innovative human and material resources. (Leslie et al, 2015: 262) define it as the highest

level of organizational excellence for both employees and the organization as a whole. This is achieved through skilled leadership, knowledge, technological advancements, and innovative progress in service delivery, setting the organization apart from others in the long run. The success of organizations in the third millennium is determined by their adherence to behaviors that enable them to make efficient and effective decisions (Abbas & Mohamed, 2021: 55). Researchers provide a procedural definition of organizational brilliance as a combination of resources, skills, and expertise possessed by surveyed banks. These elements work together to manage banking activities in a manner that ensures the highest levels of excellence and superior provision of banking services, exceeding the expectations of beneficiaries and enhancing their competitive opportunities.

Sixth: The Importance of Organizational Brilliance

(Marrewijk, 2004: 92) highlights the importance of organizational brilliance through the following points:

1. Organizational brilliance allows organizations to retain existing customers and attract future customers by meeting their desires.
2. It creates numerous positive benefits for the organization, including the generation of profits, which is a strategic objective for organizations (Al-sadi & Al-mamouri, 2022: 5).
3. It strengthens relationships among different levels of management and long-term stakeholders.
4. It serves as the best tool for achieving the organization's strategic objectives and the individual goals of employees (Taher & Lafta, 2021: 1826).
5. It fosters a state of harmony and adaptation between the organization and its surrounding environment through its knowledge of modern technological techniques.

Seventh: Requirements for Organizational Brilliance

There are a set of requirements and means that enable organizations to achieve organizational brilliance, as mentioned by (Al-Sayed, 2014: 279) and (Suleiman, 2017: 363), These requirements are as follows:

1. Defining goals and objectives and exploring new ways and means to implement them using the latest information systems tools.
2. Encouraging internal creativity and innovation and actively adopting and developing them.
3. Emphasizing the concept of social responsibility by prioritizing the well-being of individuals.
4. Supporting the workforce and motivating them to perform their duties through appropriate rewards.

Eighth: - Dimensions of organizational brilliance

The current research is based on two models (Spoelstra, 2009), (O'shea & Alonso, 2013), and (Nafei, 2018). These dimensions can be illustrated as follows:

1. Brilliance in leadership: (Al-Maghribi, 2015: 11) defines leadership brilliance as the ability to sense and anticipate the future, predict and analyze environmental changes surrounding the organization, and develop flexible plans. It also involves enabling employees to participate in change management when necessary (AL Dulaimi & Al Hindawy, 2023: 901). One of the key factors for the success and brilliance of leadership is the possession of a wise and informed vision by the leader, which involves understanding the organization and its employees (Salman and Al-Nasiri, 2016: 199) (Hassan & Lafta, 2019: 7).

2. Brilliance in service and innovation: (Shaaban & Hussein, 2020: 41) defines brilliance in service as the qualities and characteristics that enable it to achieve customer satisfaction and fulfill their aspirations. The customer, whether external (receiving goods and services) or internal (an employee within the organization), is considered one of the most important indicators of service quality and brilliance (Jawad & Al-Obaidi, 2014: 270-271). On the other hand, (Boer & During, 2001: 84) define brilliance in innovation as when an organization introduces a range of new products to the market that differentiate it from those of other organizations, giving it a significant competitive advantage. Products or services achieve high quality according to international standards and specifications when they meet specific requirements (Sahib & Hamdan, 2021: 2112) (Jawad & Ibraheem, 2021: 5459).

3- Brilliance in Knowledge: (Saqib et al, 2017: 26) The brilliance of knowledge is the process of transforming latent ideas and perceptions into valuable resources and actions that contribute to rational decision-making within the organization and among its members. Cognitive brilliance represents one of the organization's intangible assets that are challenging to measure, as it is closely tied to an individual's thinking and mental perceptions. Its true value can only be realized when put into practice. To improve organizational performance, enhance product quality, and gain a competitive advantage, organizations must thoroughly identify their technological capabilities, both strengths and weaknesses, and work towards their enhancement (Majeed & Lafta, 2022: 7023) (Hamed & Jawad, 2023: 3).

4. Brilliance in Employees: (Kimolo, 2013: 366) defines the brilliance of employees as the extent to which individuals successfully fulfill their tasks in alignment with the organization's goals, producing outputs that meet market needs and demands. (Ngowi, 2014: 6) defines the brilliance of employees as the level of effort exerted by individuals in performing their work, influenced by their motivation and ability to achieve. Employees are a valuable asset for the organization and a fundamental and influential element in addressing internal and external factors (Musa & Lafta, 2021: 1118).

The third section: Statistical Description and Testing of Research Hypotheses

First: Statistical Description of the Strategic Foresight Variable

The results presented in Table (2) are as follows: The independent variable of strategic foresight obtained a moderate arithmetic mean of (3.36). It is practiced with average relative interest (67.2%) and has a standard deviation of (0.686) at a general level. The relative coefficient of difference is (20.4%), indicating the consensus among the sample participants and their agreement on the importance of private commercial banks practicing strategic foresight. The four dimensions of strategic foresight were ranked based on the coefficient of difference as follows:

1. The dimension of restructuring obtained the first rank with a relative coefficient of difference of (20%), a high arithmetic mean of (3.42), and a standard deviation of (0.685). It is practiced with good relative interest (68.5%). This dimension emphasizes the need for banks to pay attention to all procedures and make amendments to their business models to effectively capitalize on opportunities by continuously restructuring their internal and external assets and resources.
2. The environmental survey dimension ranked second with a relative coefficient of difference of (22.4%), an arithmetic mean of (3.33), and a standard deviation of (0.748). The banks showed an average relative interest (66.7%) in this dimension.
3. The future vision dimension ranked third with a relative difference factor of (23%), a moderate arithmetic mean of (3.37), and a standard deviation of (0.774). Banks demonstrated an average relative interest (67.4%) in describing the future picture.

4. Finally, the scenario-solving dimension ranked fourth with a relative coefficient of difference of (23.9%). It had a moderate arithmetic mean of (3.32) and a standard deviation of (0.794). This indicates the convergence of opinions and agreement among participants regarding the average relative interest of private commercial banks (66.4%) in this type of planning that relates to tools and techniques for managing future uncertainty situations.

"Table 2: Ranking of Strategic Foresight and Its Dimensions According to the Relative Coefficient of Variation"

Order	Coefficient of variation	Materiality	Standard deviation	Arithmetic mean	Dimensions of strategic foresight
Second	22.4	66.7	0.748	3.33	Environmental Survey
Third	23	67.4	0.774	3.37	Future Vision
Fourth	23.9	66.4	0.794	3.32	Scenarios
First	20	68.5	0.685	3.42	Reconstructing
First	20.4	67.2	0.686	3.36	Strategic foresight

Second: Statistical Description of the Variable of Regulatory Brilliance of Banks

Table 3 provides the following conclusions: The dependent variable of organizational brilliance obtained a moderate arithmetic mean of (3.32), with an average relative interest of (66.4%) and a relative coefficient of difference of (20.5%). The standard deviation is (0.682). However, when examining the dimensions individually, the results are as follows.

1. The brilliance of knowledge ranked first, with a relative coefficient of difference of (20.2%), an arithmetic mean of (3.49), and a standard deviation of (0.707). Banks demonstrated a good relative interest (69.9%) in the process of transforming information and intellectual resources into valuable assets, thus enhancing the organization's capabilities and facilitating effective action.

2. Shine in service and innovation ranked second, with a relative coefficient of difference of (21.8%), a standard deviation of (0.718), and a moderate arithmetic mean of (3.29). Banks showed a relative interest (65.9%) in their ability to develop unique specifications that provide opportunities for exceptional profits.

3. The brilliance in leadership came in third place, with a relative coefficient of difference of (22.9%), a standard deviation of (0.744), and a moderate arithmetic mean of (3.25). Banks expressed an average relative interest (65.1%) in teamwork and participation in decision-making processes to achieve group and individual goals.

4. The brilliance of workers ranked fourth, with a relative coefficient of difference of (24.9%), an arithmetic mean of (3.24), and a standard deviation of (0.805). The sample showed an average relative attention (64.8%) towards this dimension.

"Table 3: Ranking of Banks' Regulatory Brilliance and Its Dimensions According to the Relative Coefficient of Variation"

Order	Coefficient of variation	Materiality	Standard deviation	Arithmetic mean	Dimensions of organizational brilliance
Third	22.9	65.1	0.744	3.25	Driving brilliance
Second	21.8	65.9	0.718	3.29	Shining with service and innovation
First	20.2	69.9	0.707	3.49	Shining with knowledge
Fourth	24.9	64.8	0.805	3.24	Shining with employees
Second	20.5	66.4	0.682	3.32	Organizational brilliance

Third: Testing Research Hypotheses

1. Testing the First Main Hypothesis: Strategic foresight in its dimensions ("environmental survey, future vision, scenarios, restructuring") significantly affects the overall organizational brilliance of banks.

From the results presented in Table 4, it is evident that the laboratory model of strategic foresight has the ability to explain 73.8% of the variations observed in the overall organizational brilliance of banks. The value of the corrected coefficient of determination (AR²) was 0.738, indicating that the remaining 26.2% of the model can be attributed to other variables not included in the research model. The interpretation coefficient (R²) was calculated to be 0.743, suggesting that the interpretation model is robust and can be used to analyze changes in the organizational brilliance of banks. This confirms the presence of synergy in the effect. Furthermore, the calculated value of the model's test statistic (F) was 154.935, which exceeds the critical tabular value (3.898) at a significance level of 0.05 and with a degree of freedom of 164. Based on these findings, the first main hypothesis is accepted. The environmental survey dimension exhibited a positive effect of 0.157 at a significance level of 0.014, with a calculated value of (T) equal to 2.475, on the regulatory brilliance of banks. Similarly, the scenarios dimension demonstrated a positive effect of 0.134 at a significance level of 0.013, with a calculated value of (T) equal to 2.503. Additionally, the restructuring dimension had a positive effect of 0.596 at a significance level of 0.000, with a calculated value of (T) equal to 9.074. Therefore, the surveyed banks can rely on strategic foresight, specifically the dimensions of environmental survey, scenarios, and restructuring, to achieve organizational brilliance. However, this investigation did not find evidence of the future vision dimension's influence. The constant term in the equation holds a value of 0.310, indicating that when the marginal slope is zero or when the value of strategic foresight is zero, the value of regulatory brilliance of commercial banks equals the constant term (0.310). Consequently, the equation for predicting organizational brilliance of banks can be developed in terms of strategic foresight as follows:

$$\text{Banks' regulatory brilliance (Y)} = 0.310 + 0.157 * (\text{environmental survey}) + 0.134 * (\text{scenarios}) + 0.596 * (\text{restructuring})$$

"Table 4: Effect of Combined Strategic Foresight Dimensions on Banks' Regulatory Brilliance (n=165)"

The Dependent Dimension - Regulatory Brilliance of Banks							Independent Dimensions
Sig.	F	Tβ	AR ²	R ²	β	α	
0.014	154.935	2.475	0.738	0.743	0.157	0.310	Environmental Survey
0.599		0.527			0.050		Future Vision
0.013		2.503			0.134		Scenarios
0.000		9.074			0.596		Restructuring

Hypothesis Testing of Differences Among Banks

To test the second main hypothesis of the research, which states that there are statistically significant differences in the sample responses regarding "strategic foresight and organizational brilliance of banks" based on the surveyed banks, the results from Table 5 are examined. It is evident that the calculated value of (F) for strategic foresight is 5.655, while for the organizational brilliance of banks, it is 7.852. Both values surpass the tabular value of 3.898 at a degree of freedom of 164 and a probability value of 0.05. The presence of these differences in the sample responses concerning the research variables can be attributed to each bank's unique perspective on organizational brilliance, which is influenced by their individual vision and capabilities in achieving the required level of organizational brilliance.

Table 5: Testing of Significant Differences among Surveyed Banks

Single Variance Test						
Significant Value	Calculated F Value	Mean Squares	Degree of Freedom	Sum of Squares		
>0.001	5.655	2.272	6	13.631	Interbank	Strategic Foresight
-	-	.402	158	63.469	Inside the Banks	
-	-	-	164	77.100	Total	
>0.001	7.852	2.921	6	17.524	Interbank	Regulatory Brilliance of Banks
-	-	.372	158	58.767	Inside the banks	
-	-	-	164	76.290	Total	

Fourth section: Conclusions and Recommendations

First: Conclusions

1. The results indicate that bank management demonstrates a certain level of interest in practicing strategic foresight, albeit falling short of ambitious expectations.
2. The descending order of importance for the dimensions of strategic foresight is as follows: restructuring, environmental survey, future vision, and scenarios.
3. The combined dimensions of strategic foresight have a significant impact on the organizational brilliance of banks, explaining 73.8% of the changes and variations observed in this regard.
4. Significant differences were observed in the responses of the sample participants concerning the questionnaire's sections, based on the banks surveyed.
5. The surveyed banks primarily prioritize leadership brilliance as a contributor that moderately enhances their organizational brilliance. This focus is driven by their pursuit of profit generation as a key goal for achieving a strong competitive position.

Second: Recommendations

1. The research recommends that the surveyed banks' departments increase their focus on practicing and adopting strategic foresight to achieve organizational brilliance, based on the findings of this study regarding the impact relationship between these variables. This recommendation aligns with the research's adopted framework.
2. It is advisable to organize explanatory workshops aimed at aligning the banks' perspectives on strategic foresight and organizational brilliance. These workshops can help unify their visions and enhance their capacity to develop strategic foresight.
3. The research suggests that bank departments should provide resources and tools that facilitate the acquisition of foresight capabilities within their respective departments.

References

1. Abbas, Z. A., & Mohamed, N. J. (2021). "Strategic Dialogue and its impact on Entrepreneurial Behavior", *IJRSSH*, January/March 11, (1), 51-65.
2. Abd Ali, S. S., & Lafta, B. S. (2021). "Strategic Improvisation and its Relationship to the Dimensions of Organizational Sustainability for Banks/Applied Research on a Sample of Iraqi Private Banks". *REVISTA GEINTEC-GESTAO INOVACAO E TECNOLOGIAS*, 11(4), 4146-4159.
3. Al Dulaimi, D. K. K., & Al Hindawy, Z. A. R. (2023). The Role of Distinct Core Capabilities in Achieving Organizational Brilliance/An Exploratory Study of the Opinions of a Sample of

Managers Working in the Iraqi General Company for Cement/Kufa Cement Factory. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, 8(4), 22.

4. Al-Abadi, H. F. & Hadi, M. N. (2019). "The Role of Strategic Foresight in Achieving Strategic Sustainability – An Applied Study at Al-Kafeel University." *Journal of Human Resource Development for Strategic, Political and Economic Studies, Germany-Berlin*, No. 5, 71-84.
5. Al-Abdi, A. R. (2017). "Fun in the Workplace as an Interactive Variable between Leadership Integrity and Organizational Brilliance: An Applied Study at the University of Kufa." *Journal of Economic and Administrative Sciences, College of Administration and Economics - University of Baghdad*, Vol. 23, No. 97, 153-173.
6. Al-Jubouri, A. A. H. (2019). "Adopting the Collective Pledge in Activating the Strategic Foresight of Leaders towards Choosing a Strategy for Administrative Reform: A Proposed Study for Administrative Leaders." *Journal of Economic and Administrative Sciences, College of Administration and Economics - University of Baghdad*, Vol. 25, No. 115, 113-132.
7. Al-Maghribi, R. I. M. (2015). "Strategic Leadership Practices and Their Relationship to Administrative Creativity from the Perspective of Senior Leaders in Palestinian Universities in the Gaza Strip." Master Thesis, Department of Business Administration, Faculty of Economics and Administrative Sciences, Al-Azhar University-Gaza, Palestine.
8. Al-Sadi, A. S. M. S., & Al-Mamouri, A. M. T. (2022). "The impact of asset management on achieving bank profitability (Applied study within Al-Khaleej commercial bank)". *Periodicals of Engineering and Natural Sciences*, 10(5), 5-13.
9. Hamed, Y. A. & Jawad, M. K. (2023). "Inventory Analysis Using the ABC-Ved Matrix- Applied Research in Al-Zawraa State Company". *International Journal of Professional Business Review*, 8(5), 1-15.
10. Boer, H., & Daring, W. E. (2001). "Innovation, what innovation? A comparison between product, process and organisational innovation". *International Journal of Technology Management*, 22(1-3), 83-107.
11. Conway, M. (2015). "Foresight: an introduction". *Thinking Futures*.
12. Costanzo, L. A. (2004). "Strategic foresight in a high-speed environment". *Futures*, 36(2), 219-235.
13. Da Costa, O., Warnke, P., Cagnin, C., & Scapolo, F. (2008). "The impact of foresight on policy-making: insights from the FORLEARN mutual learning process". *Technology Analysis & Strategic Management*, 20(3), 369-387.
14. Dawood, F. S., & Ahmed, A. F. (2023). "The Applicability of the International Standard (ISO 21500: 2021) Managing Projects, Programs and Portfolios at the Saladin Investment Commission (Case Study)". *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, 8(4), 1-24.
15. Haarhaus, T., & Liening, A. (2020). "Building dynamic capabilities to cope with environmental uncertainty: The role of strategic foresight". *Technological Forecasting and Social Change*, vol 155, 1-15.
16. Hamed, S. A. & Hanan, S. K. (2018). "The Effect of Dynamic Capabilities on Competitive Advantage: An Analytical Research in the Iraqi State Cement Company." *Journal of Economic and Administrative Sciences, College of Administration and Economics - University of Baghdad*, Vol. 25, No. 111, 138-159.
17. Hassan, H. F. & Lafta, B. S.. (2019). "Exercise the leadership of the tax administration leaders to drive away the strategic orientation And its relation to organizational excellence" *Journal of Accounting and Financial Studies, Fourth National Conference for Graduate Students*, 2019, 1-13.
18. Jassim, N. M., & Al-Haidari, W. A. H. S. (2021). "Banking liberalization (liberalization of interest rates) and its role in attracting customers: Applied research to a sample of Iraqi private banks". *Review of International Geographical Education Online*, 11(7), 1129-1142.

19. Jawad, M. K., & Ibraheem. (2021). "Evaluate the reality of implementing the main electoral processes according to the quality management system In the Electoral Commission–Iraq". *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(13), 5457-5480.
20. Jawad, M. K. & Al-Obaidi, H. R. K. (2014). "Obstacles to the Application of the Total Quality Management Program in a Number of Iraqi Service Organizations." *Journal of Accounting and Financial Studies*, University of Baghdad, Vol. 9, No. 28, 259-287.
21. Jihad, W. M., & Hamed, S. A. (2020). "The Impact of Strategic Foresight on Strategic Decision Making - An Analytical Study in the Ministry of Higher Education and Scientific Research." *Journal of Economic and Administrative Sciences*, College of Administration and Economics - University of Baghdad, Vol. 26, No. 124, 214-236.
22. Jørgensen, M. S., & Grosu, D. (2007). "Visions and visioning in foresight activities". In *From Oracles to Dialogue; Exploring New Ways to Explore the Future: Proceedings. The COST A22 network*.
23. Kimolo, K. I. M. A. N. Z. I. (2013). "The relationship between employee empowerment practices and employee performance in regional development authorities in Kenya". Degree of Master of Business Administration (MBA). School of Business Administration. University of Nairobi.
24. Lari, F. A., Lari, D. A. D. A., & Lari, M. A. D. A. (2020). "Empirical Differences between UAE and Finland of Strategic Foresight Implementation". *International Journal of Sustainable Construction Engineering and Technology*, 11(2), 175-180.
25. Lennon, A. G. S. (2022). "Corporate foresight and strategic management: the case of Mota-Engil", master's degree in management, Católica Porto Business School, Portugal.
26. Leslie, S. J., Cimpian, A., Meyer, M., & Freeland, E. (2015). "Expectations of brilliance underlie gender distributions across academic disciplines". *Science*, 347(6219), 262-265.
27. Maccoby, M., Margolies, R., & Onderick Harvey, E. (2004). "To Build a strategy that works, you need strategic intelligence". Factor in Talent available from.
28. Majeed, O. R., & Lafta, B. S. (2022). "The effect of organizational immunity in enhancing the strategic capabilities of the company: an applied study on the Iraqi general insurance company". *International Journal of Health Sciences*, 6(S6), 7016–7035.
29. Makki, F. N., & Lafta, B. S. (2022). Availability of the requirements for implementing the international standard specification for risk management (ISO31000:2018) in the general tax authority: Applied research. *International Journal of Health Sciences*, 6(S5), 9393–9413.
30. Manhal, M. H., & Abadi, H. F. (2015). "Strategic Scenario Planning - Construction - Implementation", 1st Edition, Dar Al-Radwan for Publishing and Distribution, Amman, Jordan.
31. Marrewijk, M. V., Wuisman, I., Cleyn, W. D., Timmers, J., Panapanaan, V., & Linnanen, L. (2004). "A phase-wise development approach to business excellence: Towards an innovative, stakeholder-oriented assessment tool for organizational excellence and CSR". *Journal of Business Ethics*, 55(2), 83-98.
32. Mcknight, B. A. (2012). "Developing Dynamic Capabilities in Environments of Persistent Disturbances". the degree of Doctor of Philosophy, University of Western Ontario, Canada.
33. Musa, F. N., & Lafta, B. S. (2021). "Analyzing the Relationship between the dimensions of the strategic balance and reducing the strategic drift of the National Insurance Company/Applied Research". *Turkish Journal of Computer and Mathematics Education*, 12(12), 1114-1125.
34. Nabil, K., (2021). "Future Studies and Their Role in Forecasting and Managing Crises: The Epidemiological Crisis of the Corona Virus Covid-19 as a Model." *Al-Asala Journal for Studies and Research*, Volume 3, Issue 6, 125-167.
35. Nafei, W. A. (2018). "The Role of Workplace Happiness in Achieving Organizational Brilliance a Study on Sadat City University". *Case Studies Journal*, 7(12), 26-41.

36. Nima, A. H., & Abdul Rahim, S. (2021). "The Impact of Strategic Foresight Capabilities on Green Creativity: An Exploratory Study of the General Company for Food Products." *Journal of Economic and Administrative Sciences*, College of Administration and Economics - University of Baghdad, Vol. 27, No. 125, 233-242.
37. Ngowi, P. A. (2014). "Assessment of Employees Performance in Commercial Banks in Tanzania: A Case of Stanbic Bank Tanzania Limited". Doctoral dissertation. The Open University of Tanzania.
38. O'Shea, M., & Alonso, A. D. (2013). "Fan moderation of professional sports organisations' social media content: Strategic brilliance or pending disaster?." *International journal of web-based communities*, 9(4), 554-570.
39. Paliokaité, A., Pačësa, N., & Sarpong, D. (2014). "Conceptualizing strategic foresight: An integrated framework". *Strategic change*, 23(3-4), 161-169.
40. Rohrbeck, R., T. N., & Arnold, H. (2015). "IT tools for foresight: The integrated insight and response system of Deutsche Telekom Innovation Laboratories". *Technological Forecasting and Social Change*, 97, 115-126.
41. Sahib, S. Y., & Hamdan, K. H. (2021). "The Impact of Application of International reporting Standards on the Reporting of the Key Audit Matters". *Journal of Contemporary Issues in Business and Government* | Vol, 27(3), 2105-2112.
42. Salman, F. H., & Nasiri, T. K. (2016). "Leading Organizations within the Framework of Strategic Leadership Practices: Field Research in the Ministry of Oil - Oil Projects Company." *Journal of Economic and Administrative Sciences*, College of Administration and Economics - University of Baghdad, Vol. 22, No. 87, 191-212.
43. Saqib, M., & Udin, Z., & Baluch, N. (2017). "The impact of knowledge management on organizational performance in today's economy". *South East Asia Journal of Contemporary Business, Economics and Law*, 12(3), 25-33.
44. Shaaban, A. M. & Hussein, W. A. (2020). "Measuring the impact of visual media on the development of the tourism services sector", *Iraqi Journal of Market Research and Consumer Protection*, University of Baghdad, Volume 12, Number 1, 36-48.
45. Shahwani, H. M., & Hussein, W. A., & Al-Heali, A. N. (2020). "A Study of the Health and Nutritional Status of Slums in the City of Baghdad Case Study in a Random Area". *International Journal of Early Childhood Special Education*, 12(2) 59-67.
46. Shalaka, T. K. & Joudeh, R. J. (2021). "The Impact of Strategic Foresight Capabilities on Strategic Sovereignty through the Intermediary Role of Strategic Learning Mechanisms: An Analytical Study of the Opinions of a Sample of Rafidain Bank Leaders." *Anbar University Journal of Economic and Administrative Sciences*, Vol. 13, No. 4, pp. 341-360.
47. Shehta, Hana. (2014). "Requirements for Achieving Organizational Excellence in Egyptian Universities - An Analytical Study." *Journal of Educational Administration*, Egyptian Society for Comparative Education and Educational Administration, Volume 1, Issue 2.
48. Spoelstra, S. (2009). "Organizational brilliance: on blinding visions in organizations". *Journal of Organizational Change Management*, 22(4), 373-385.
49. Suleiman, H. H. (2017). "School Administrative Empowerment as a Mechanism for Achieving Excellence in Egyptian Public Education: Alternative Scenarios." *Journal of Educational Sciences*, Vol. 25, No. 3, 345-410.
50. Taher, M. S., & Lafta, B. S. (2021). The use of open management practices and their impact on expanding the tax base Applied research at the General Commission for Taxes. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(13), 1822-1831.