



The Importance of Strategic Intelligence Role in Promoting Strategic Success in Governmental Sector, Basis and Concepts – A View Survey of Some of the Workers in National Security Advisory (NSA)

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Abstract: the research aims to highlight and understand the reality of strategic intelligence among the staff of the researched advisory endowment, in addition to deepening awareness of high commands and people who work in the researched advisory endowment regarding the importance of strategic intelligence to achieve strategic success, the importance of the research is that the strategic intelligence in general plays a big role in promoting strategic success of the staff of the Advisory endowment. However the problem of the research is weather the advisory endowment who has the strategic intelligence could achieve strategic success or not. The research was limited by two variables which were strategic intelligence and strategic success, and the physical side of the research included sample of people who work in NSA. The timeline was from 1/11/2022 to 30/5/2023, by testing two basic theories in NSA endowment as a location to conduct the research, the community of the research was represented by the NSA as it was legislated by the order, legislation number: 68, legislation year: 2004, legislation date; 4-4-2004 ministerial committee of national security was decided to be formed. Their mission would be easing and coordinating national security policy among ministries and Iraqi governmental agencies that undertake national security cases, the ministerial committee of national security is the main platform to take decision regarding these cases on ministerial level and it has collected data from 248 people who represented the research sample and they were chosen randomly, from different administrative levels. The research depended on the survey as the main measuring tool, and descriptive and evidentiary statistics were used to solve the problem, in addition to testing the theories and analyze its outcomes, the outcomes proved existential impact of strategic intelligence in strategic success, and the recommendations showed the necessity to adopt the research sample in NSA endowment for the objective of increasing their strategic success.

Key words: strategic intelligence, strategic success, National Security Advisory Endowment.

Introduction:

In the time where many environmental rapid changes take place regarding organizations and its differences weather in types and sizes or the sector they work in, achieving success continuously has become very hard if the success factors aren't present. The strategic intelligence in considered one of the most important success factors, as its importance arise throughout working on matching the abilities of NSA endowment and its resources and capabilities with the outside environment which increases the strategic success in it.

And then its stability, growth and survival. As the organization value is proportionate to what it has of strategic success accompanied by future supportive vision of creativity, which points to the connection of increased strategic success of the staff and its reflection on the whole organization and for achieving this mean the research material was distributed on four sections, the first one field-based research methodology, the theoretical content was in section two, the third section came to present the applicable side. And the last section was specified for the research outcomes.

Section one: scientific methodology of the current research

1. The problem of the study: the many rapid changes in the world made the need to create events in more creative and intelligent way indispensable, in a world with a lot of changes there are things need to be done continuously, there are problems which require solutions, opportunities to be improved and discovered, challenges to plan for and many questions regarding the survival of huge companies while the demise of some companies due to competition, so the organizations work on estimating their performance from strategic intelligence and success to lead it in productive operations and provide the necessary potential to guarantee a strong stand of the advisory endowment before other organizations.

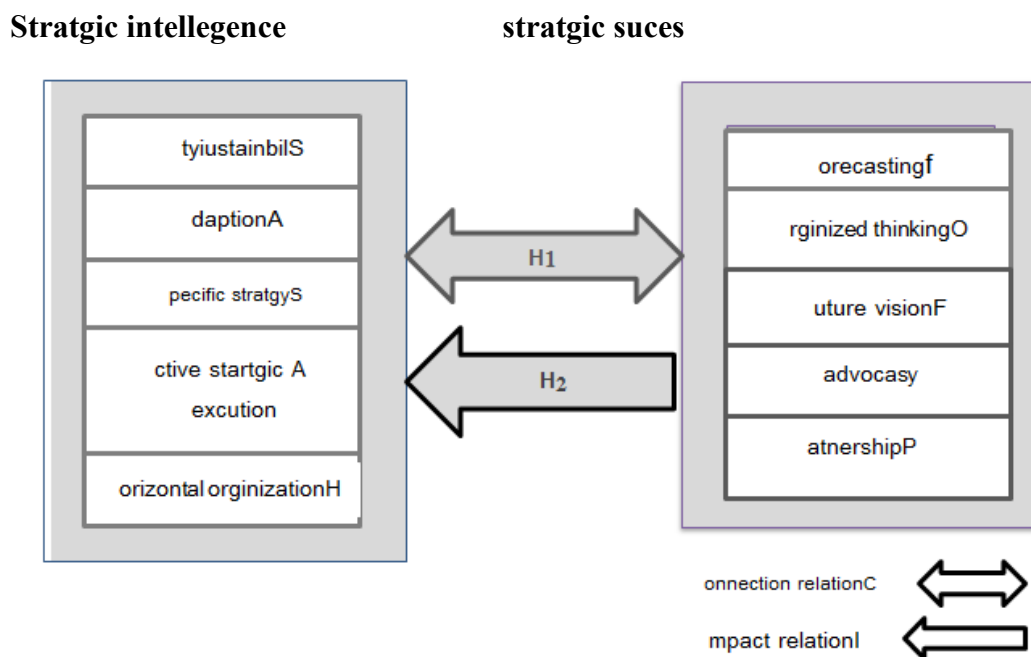
Of what has followed the problem of the research arises with this question" is the advisory endowment who has the strategic intelligence able to achieve strategic success?

2. The importance of the research: the current research is considered the first trial to study the relation between the two variables strategic intelligence and strategic success according to the researcher view in NSA endowment, from here arises the importance of the research through seeking to show the role of strategic intelligence in strategic success, which reflects on the performance of staff, in addition to the understanding of the researched organization for this phenomena will help improving work circumstances and achieving higher levels of progress as a result this will enable us to achieve a work environment that can conduct its work effectively and efficiently.

3. Research Objectives: the current research seeks to reveal strategic intelligence level with its dimensions, in addition to revealing the strategic success with its dimensions in NSA endowment, and then diagnose the connection and impact relation between the two research variables to present recommendations that can contribute in the future by finding solutions for many problems that the NSA endowment suffers from.

4. Hypothetecail Research Chart: starting from the question of the research in conformity with its objective, this chart which clarify the relation and the impact connection between the research variables was formed.

As it shows in chart (1) (action research chart) main and sub-main variables.



5. Research Hypotheses :

The research seeks to prove the following

A. There is a connection relation between strategic intelligence and strategic success with both their dimensions.

B. There is an Impact relation between strategic intelligence and strategic success with both their dimensions.

6. **Research approach** : the research has undertaken two directions one completes the other. The first one is represented by theoretical dimension where theoretical sides of the research variables and their dimensions were addressed. And based on two approaches the inductive and deductive. as for the other it takes the practical dimension where descriptive analytical approach was used and it addresses the applicable dimension.

7. **Description of the research location (community) and selection justifications**: the community of the research gives accurate perceptions regarding research questions and objectives, as it represents all particulars (people who form an answer for the research problem in more practical way, and based on the current research requirements the NSA was chosen as a community for the research, because it is considered one of the most important sides in security decision-making. And the size of the community was 700 employees.

8. **Description of the targeted research sample**: 248 sample of people were chosen randomly from all administrative levels in advisory endowment.

9. **Data collection tools**: scientific literature were depended on to build an intellectual framework regarding the studied variables, in addition to the survey which was designed to serve the research objective and answer its questions.

10. **Data downloading tools**: the current research depended on statistical package for social pillars SSPS and program SOMA, in addition to the program of data scheduled LECXE.

Section two: theoretical side of research variables

First : strategic intelligence

1. the concept of intelligence and strategic intelligence

A. intelligence concept

Almighty Allah created humans vined and specialized them from all other creatures and made them succession in earth and also made all creatures to help and serve humans and gave them minds to be distinguished from all creatures, the dictionary of AlWaseet pointed to the intelligence term as "what is thought ,evidenced and perception installed" intelligence has a lot of different definitions and there are at least seven basic types of intelligence (language , athletic-logical, music, social , personal, spatial,-dynamic-systematic)(Farah 2020;4). The most psychological concept of intelligence is the one that is about the discussion between psychologists and the users of their studies like the people in charge of decision-making regarding different aspects like : educational, psychiatric, social and administrative aspects , due to its impact in addressing social, educational, psychiatric problems and people's life)Obaid,2015;7

B. strategic intelligence concept

(Wagmari2014;182) sees the strategic intelligence as an advanced field of business consultants, and its aim to reveal the big sophisticated transformational cases into a more understandable form, the organizations who has high strategic intelligence has a clear strategy and tries to improve continuously and always looks for alternative ways to be more realistic and more effective, and Albosaidi(2019;159) pointed that the strategic intelligence is considered one of the most important and updated systems that keeps organizations statues in the competitive market on the countries and governments level and it also considered a complete system of leadership qualities, in addition the strategic intelligence is considered as groundwork for active strategic thinking, on that role the

leaders in organizations can acquire the knowledge while taking decisive decisions which decides the future of the organization. (Khadim2021;3) believes (the strategic intelligence wasn't only used for military operations but it was expanded to play a major role in trade businesses organizations. (Almanzoa 2020;134) pointed out that it is considered one of the most recent concepts regarding strategic administration, as it includes flexibility , talent, wide imagination and understanding or that it has the ability to improve convenient strategies to face future environmental impacts. Administrators who has a certain level of strategic intelligence are based on informational system that provides acquiring information and process it to be able to take strategic decisions which will provide high efficiency in providing services.

Second: the importance of strategic intelligence

The importance of strategic intelligence lies in its clear role of collective learning through improving the organization ability as a tool in building tomorrow organizations, also its considered a factor in competition improvement and creativity within it, the organizations administrators make non-systematic process more organized which help building the organized memory, and the accreditation of strategic information from tactical information which makes strategic information with high added value, which depended on as an important source(Alshmasen2013;14) in each stage of the organized processes and strategies, the strategic intelligence plays an important role as its considered the shield and the sword of the institution, the importance of this type of intelligence lies in its way of helping administrators identify the organization policies and programmers by describing opportunities, threats and risks as well as managing the risks that organizations face.

This intelligence provides an opportunity for the organization to succeed , improve and make it capable to deal with future challenges as well as preparing leaders and help them lead the organization, in all fields of administration with the origination decisions the strategic intelligence plays a major role regarding future planning and support for operational objectives by prediction of future challenges, and its importance also lies through providing the ability of insight to give permission to improve strategies and understand emerging threats to sound the early alarm regarding the need for new abilities for different priorities and jurisdictions(Hussien and Safia 2015;82)

Third: the most important strategic basic skills for a leader

(Ali2015;25) sees in the framework of strategic intelligence we can show the basic skills of a leader and they are as the following ;

1. Ability to plan
2. Treating people well
3. The skill of managing discussion, dialogue and meetings.
4. Making the best use of time
5. Forming and managing collective groups
6. Ability to find solutions for problems and decision -making

Fourth: strategic intelligence dimensions

Many researchers had undertaken strategic intelligence dimensions but sample (2001.maccoby 57) is the most acceptable and popular which was agreed upon by most researchers and it includes five dimensions which are (foresight, organized thinking, future vision, advocacy, partnership) and here it will be clarified more:

1. **Foresight:** it indicates the ability of collective groups or individuals to predict the future events and new strategic plans as well as presenting ideas that can adapt with outside changes which was felt based on virtual indicators and forces that can't be diagnosed easily, that means it can predict changes and specific circumstances in the future while seeking to prepare and adopt for it.
2. **Organized thinking;** (Abo Talib2022;10) sees that organized thinking includes three types of systems and they are:

- a) Mechanical system: when parts of the system interact in achieving the wanted objectives
 - b) Social system: to achieve all of the company objectives the social system takes into consideration the individuals objectives that the management has to achieve to ensure their consistency.
 - c) Organic system: as each part in it form an independent part in the company and work to serve the company.
- 3. Future vision:** (Muhammed 2016;153) sees that studies confirmed having a future vision is crucial and important in the modern competitive environment, the basic needs which are identified by the vision are:
- a) The need to control the organization future and its destiny as business environment has many complicated factors.
 - b) creative strategies as creative vision leads to creative strategy, as the features of successful vision are to be applicable and realistic as it is taken as answers for questions like, what should the organization be in the future? What its future is? And it reflect the message and purpose of the organization like a mirror.
- 4. Partnership:** people who has sentimental and emotional intelligence who make friendships to gain support from others, people with strategic intelligence form partnerships and alliances to reach mutual objectives, the ability of partnership lies in the possibility of forming strategic alliances with other individuals or organizations. And the partnership reflects on the intelligent leader to form strategic alliances which means inclusive vision of the partnership by making alliances, emersions, collaborative agreements with other companies as strategic networks forms(Abd-Alali and Jasim2021;246)
- 5. Advocacy:** advocacy has a very important role in originations success, because the main component in any organization is human resource, any organization cannot achieve its objectives without having a human staff, so the advocacy is essential and important in making personal motivations and desires of the staff in accordance with organization objectives and unity their efforts which ensure achieving the higher success degrees for the organization,

The advocacy is the ability of the leaders who has strategic intelligence to motivate and push the staff to work, and raise their enthusiasm which will lead the organization to achieve high value competitive specialty, the advocacy expresses the action that pushes the individual to adapt a convenient perspective in achieving the work that is assigned to them satisfactorily and motivate the individual desire and sentiment to do a specific work.(Ibrahim2018;15)

Second: the concept and definitions of strategic success and its most important samples and dimensions

First: strategic success concept

Administrational field has made many concepts and it is represented by(model leadership, strategic leadership and governance) , the features of strategic success started showing in the late years of the twentieth century and the beginning of the twenty one century, and it considered one of the most important concept as it came to replace many concepts which represented by (the success ,efficiency and effectiveness of the organization), as it also considered one of the most important factors which by it an assessment of the organizational performance can be done, as well as fore sighting the future of the organization, in addition for the organization to rearrange their situations and be successful (Assad2018;173)

The concept of intellectual success didn't appear for no reason or as excessive need, but it aroused from realty within a very rapid changed environment in addition to rare resources, in the concept of organizational success is hard to understand strategic success, as organizational success is considered the main factor of strategic success, and the secret of success lies in the success of strategic organization in finding the adaptive pattern for the organizational action with the environment in addition to the continuous sustainability and also it requires flexibility and finding balance. Strategic success represents ground where creativity and innovation take place.(Aba Bakir and Ali2017;334)

Section: strategic success dimensions

1. Sustainability: some people see that if the organization stays in competition that factor only is considered a success as the organization goes from sustainability to search for a convenient situation then sustainable adaption for the long term with the surrounding environment, and it seeks for more growth and stabilization then adoption according to a sequenced framework starts and ends sustainably. As sustainability is considered the field of competition from high command perspective, even with minimum limits(Shalan 2014,217)

2. Adaptation: which means taking the necessary measures to balance between the inside and outside changes of the environment , and that is to ensure confronting threats and getting benefits from available opportunities based on the existed information, the adaptation reflects the ability of the organization to follow up with rapid updates that occurs in the surrounding environment.(Hussien2020;10)

3. Limited strategy: as a result of economic, social and political improvements among one period and another , the business environment witnesses changes and these improvements has big impact in identifying the tools and means that ensure sustainability of the organization and enable the organization to be ahead in the competition, and for organizations to flourish today the administrators need to have a specific and clear strategy on the long term as it provides form of the wanted future on the long term for the organization , and these organizations usually achieve the objectives of it (Nagi 2015;59)

4. Effective execution: the strategic success lies in preparation ,energy employment, strategic direction , prediction, and resources. that is to achieve strategic objectives, and it depends on preparation and using success requirement effectively for the unit to stay creative, improved and renewed, in drawing the features of strategic execution mechanism Clorin and Charan made a study in 1999 and the findings were that 70% of the organizations have poor execution as the main problem(Abdnaif2020;23)

5. Horizontal organization: successful organizations work through decentralized system so it enables its administrators and branches to take decisions, while failure organization insists on central system of administration and keeps it within the high administration only and withdraw all the jurisdictions from its departments and branches, which disrupt its competitive ability.

Section three: applicable side of the research and theories testing

1-connection theory

Table no.1: analyzing the connection of research variables

Survival	Adaption	Limited stratgy	Analyzing connection			Variables
			Strategic effective cutionex	Horizontal organization	Strategic success	
**575.	**677.	**667.	**660.	**638.	**735.	Foresight
**625.	**746.	**693.	**702.	**656.	**783.	Organized thinking
**656.	**750.	**622.	**659.	**646.	**765.	Strategic vision
**727.	**721.	**655.	**658.	**728.	**803.	advocasy
**586.	**658.	**706.	**683.	**661.	**752.	partnership
**737.	**823.	**771.	**777.	**772.	**889.	Strategic intelligence
			With confidence 99% moral			

Proving connection theories

1. The existence of a direct moral correlation with 99% confidence between foresight and strategic success axis, which means the higher the concern about foresight really the higher strategic success levels and vice versa, as the simple linear connection factor reached 0.735. Informing that this moral relation means rejection of "not having a moral relation between foresight and strategic success and accept the alternative hypotheses that acknowledges the relation between foresight and strategic success.
2. The existence of a medium strength moral correlation with 99% confidence, between foresight and survival which means the higher level of concern regarding foresight the higher levels of survival becomes and vice versa, as the simple linear relation factor reached 0.575, informing that the relation is moral which means rejection of " not having a moral relation between foresight and survival and accept the alternative hypotheses that acknowledge a moral relation between foresight and survival.
3. The existence of a medium strength moral correlation with 99% confidence, between foresight and adaption which means the higher level of concern regarding foresight the higher levels of survival becomes and vice versa, as the simple linear relation factor reached 0.677, informing that the relation is moral which means rejection of " not having a moral relation between foresight and adaption and accept the alternative hypotheses that acknowledge a moral relation between foresight and adaption.
4. The existence of a medium strength moral correlation with 99% confidence, between foresight and limited strategy which means the higher level of concern regarding foresight the higher levels of limited strategy becomes and vice versa, as the simple linear relation factor reached 0.667, informing that the relation is moral which means rejection of " not having a moral relation between foresight and limited strategy and accept the alternative hypotheses that acknowledge a moral relation between foresight and limited strategy.
5. The existence of a medium strength moral correlation with 99% confidence, between foresight and active strategic execution axis which means the higher level of concern regarding foresight the higher levels of active strategic execution becomes and vice versa, as the simple linear relation factor reached 0.575, informing that the relation is moral which means rejection of " not having a moral relation between foresight and active strategic execution and accept the alternative hypotheses that acknowledge a moral relation between foresight and active strategic execution.

2. Impact hypotheses

1-Throughout taking the impact of explanatory variables on the dependent variable (strategic success)

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5 + E$$

Y ; represents the dependent variable(strategic success)

a; constant term

b1; the slope or rate of change for the foresight variable

x1; Explanatory variable for foresight

b2;the slope or rate of change for organized thinking

x2; Explanatory variable for organized thinking

b3; the slope or rate of change for strategic vision

x3; Explanatory variable for strategic vision

b4; the slope or rate of change for advocacy

x4; Explanatory variable for advocacy

b5; the slope or rate of change for partnership variable

x5; Explanatory variable for partnership variable

1. it appears that explanatory factors contribute by 80% of the variable that exists in strategic success while other variables contribute by 20% which is a good percentage that reflects the importance of these variables.
2. F calculated value was 117.2 (which is higher than F scheduled value which was 2,26) and as a result of that comes the rejection of " not having a moral relation of combined explanatory variables on the strategic success variable and the accept of alternative hypotheses that acknowledges a moral relation of combined explanatory variables on strategic success axis.
3. the slope of explanatory variables impact 'foresight, organized thinking strategic vision , advocacy and partnership" is "0.119,0.2,0.118,0.264,0.227" and that indicates the higher the concern about explanatory factors level the higher strategic success levels become by the same increased percentage.
4. throughout testing the t of explanatory moral variables, it was obtained that all of it were morals which means the acceptance of alternative hypotheses that acknowledge a moral relation of explanatory variables on strategic success axis individually, based on that the final template to measure these impacts will be;

$$Y=0.239+0.119x1+0.2x2+0.118x3+0.264x4+0.227x5$$

Table No(2) : shows regression analysis for the assumed template

Comment	T scheduled values	T calculated value	Parameters value β_j	Constant term a	comment	F scheduled values	F calculated values	Explanatory factor $2R$	Explanatory variables
impact	1.64	2.312	0.119	8.239	impact	2.26	117.2	88%	Foresight
Moral					Moral				
Moral Impact		3.852	0.200						Organized thinking
Moral Impact		2.643	0.118						Strategic thinking
Moral Impact		6.504	0.264						Advocacy
Moral Impact		5.089	0.227						Partnership

Throughout testing the remains of the estimated mathematical template it shows the same behavior of normal distribution as in table no() as it approaches the main axis as in table no(), which lead to the accuracy of assumed mathematical template

Section four: closing framework of the research

First: conclusions

1. People who work in the institution have good experiences and great competency as the survey results showed the age category between 31 to 40 years has formed the majority with percentage of 44%.
2. The employees form the majority in the institution which means it impacts their work and decisions majorly as they formed the majority by 77%..
3. The strategic intelligence impacts the strategic success in the research sample which was showed in the results. The ability to reach the best way of strategic success depends on having the research sample on at last acceptance level of strategic intelligence
4. The advisory endowment has weakness in identifying the strength and weakness factors from the inside in addition to weakness in opportunities and challenges regarding the outside environment.
5. The advisory endowment is concerned in implementing the change to be out of hard realty to a better one to ensure its sustainability but not to the required level.

Second: recommendations

1. the research recommends increasing the percentage of females in security institutions as the survey results showed the responded of males have formed the majority by 88%, while females have only formed 12% and that is due to the nature of the institutions work.
2. encouraging the workers to finish their study and push them to acquire a scientific attainment higher than what they obtain as people with higher education form only 12% and that is due to the nature of the institution work .
3. open employment opportunities for new graduates in the institution, as it was showed in the results of the survey that people who has service more than 16 years have formed the majority by 49%, so the security institutions need new blood and ideas who has activity, enthusiasm and motivation to work.
4. the advisory endowment has to seek increasing the maturity level of its commands and change its policy as well as learning and getting benefits from new ideas of human resources who has good experiences and skills.
5. the advisory has to increase preparations and peruse to depend on important, sequenced and connected steps that begins by identifying the strategic alternatives and assess it, and then choosing the “best scenario” which means “the best alternative”

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