The Effect of Strategic Thinking Skills in Leadership on the Effectiveness of Strategic Team Performance in Organizations
(Selected Branches of Keshavarzi Bank–Qom Province)

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Abstract

This study aims to evaluate the effect of strategic thinking skills in leadership on the effectiveness of strategic team performance in organizations. The components of strategic thinking skills (strategic thinking, strategic action skills, influence and strategic influence) are considered. This study is a descriptive survey was conducted using a sample of employees and managers of the branches of Keshavarzi Bank of Qom Province using stratified random sampling, 160 questionnaires distributed finally, 150 questionnaires were received and evaluated. The survey questionnaire to collect information on strategic thinking and Vic Gilgeous (1995) and strategic effectiveness questionnaire team performance based on Hughes Richard L. (2005) has been used to design and its validity can be verified. To assess reliability, Cronbach's alpha was used. Cronbach's alpha value of strategic thinking skills questionnaire to 0.96 and the effectiveness of the questionnaire, Cronbach's alpha was 0.92 performances against the strategic team that represents the acceptable credit in order to analyze the data using SPSS and Amos software using Spearman's correlation coefficient and regression analysis and structural equation was used. The results confirmed the conceptual model presented, it showed that there is a significant relationship between strategic thinking skills in leadership on strategic team performance effectiveness.

Keywords: Strategic, Strategic thinking, Effective performance of the banking industry.

Introduction

Application of strategic thinking within an organization, regardless of the type of action and the managerial styles of today will not result in success the development of an organization depends solely on your manager's thinking and his decisions are not alone given the circumstances, characteristics, circumstances, needs and priorities of its members depend it is important that the goals of the strategic thinking of managers and employees for the activities to be the staff recognize the leadership styles that can work to achieve the goals of the organization and yet act on the strategic thinking of today's organizations is seen as a challenge for managers today (Pisapia et al., 2009). Various schools for Strategic Studies, especially in resource-based approach suggest that organizational competencies and capabilities to increase performance and gain competitive advantage (Khoshshima, 2005). Therefore, this paper seeks to examine the impact of strategic thinking skills in leadership on strategic team performance effectiveness in selected branches Keshavarzi Bank of Qom Province Definition of strategic thinking Several explanations have been offered for strategic thinking, each of the aspects of this approach were noted, but no one's there all dimensions. While the practice of strategic thinking processes are closely interconnected and continuous. But sometimes uplift should precede thinking it will lead. At other times, unexpected changes in the environment during or just after the occurrence of unexpected changes, the act must involve thinking. In such circumstances it is best to replace the definition of the nature, characteristics and functioning of strategic thought and effort devoted to this approach is the correct view of the image. Strategic thinking and intuitive understanding is the nature of the indicator. This insight helps businesses in complex situations (Poor Sadegh & Yazdani, 2011).

- The realities of the market and its rules are well understood.
- New features to market sooner than others discover.
- Mutations (discontinuities) business understanding.
- To meet these requirements, innovative solutions and create value.
Strategic thinking, enables managers to find out what factors are effective in achieving the desired goals and what factors are and why. How effective ways to create customer value? This insight into the factors influencing the creation of value judgment creates. Without this recognition, resources (material and immaterial) organization to succeed, it becomes unfruitful. "Now Aichi she" book "Thinking of a strategist," said: "If you do not recognize the fundamental issues, however, and their employees, physical stress and engage the result but the confusion and failure will not be (Poor Sadegh & Yazdani, 2011).

Strategic thinking, divergent was the creative process (Heracleous, 1998) and with the perspective and vision of the organization is designed by the leaders. This requires thinking beyond the everyday operations managers to focus on long-term strategic intent required for business. Strategic thinking is activities such as data collection, analysis and discussion about the condition (Aastvaid, 2006). Strategic thinking is an ongoing process that aims to demystify the process and give meaning to a complex environment) Ingrid Boone, 2005) "Abraham" strategic thinking to identify strategies to ensure the business model it knows that lead to the creation of value for the customer. He believes the search for suitable strategic options. "Gertse" The role of innovation and strategic thinking to try to visualize a new and very different future for the organization knows it is possible to redefine the strategy of the company or industry in which they operate does occur. Hamidi Zadeh (2011) Strategic thinking to the undesirable consequences, mechanisms and architecture of the mind knows devise tones driving the expression of the soul and heart of the directors appears.

The need for strategic thinking

Despite the problems and become more complex, the need for strategic planning is more in fact, managers with a better understanding of the strategic plan to provide a more effective functioning of the strategic thinking and thereby a better understanding of the opportunities, allocation of resources and deal with organizational issues in other words, the lack of strategic thinking in organizations have deprived us of exploiting new opportunities therefore organizations and firms of strategic thinking in senior management is crucial the issue of "strategic thinking" in more than a decade in the field of strategic management has been considered in many studies the importance of having the capability of strategic thinking for managers are discussed. Strategic thinking as a core competency of leadership has been recognized as an outstanding performance (Collins et al., 2000).

Based on the results of research that aims to identify cases emphasize managerial skills required of managers in Asian countries is done, strategic thinking by all respondents as the first or second skill is needed to improve the performance of Identity Manager (Napier et al., 1990). The role of strategic leadership teams as strategic leadership is different from leadership in general the strategic leadership team the strategic consequences for a specific business unit, product line, service area, functional level, or company. The overall effect is different from the strategic and strategic influence by the work they do distinguished from other teams i.e. teams that are developing a new generation of products innovation as driving and driving strategic level. Strategic Leadership Team Strategic leadership is a critical element in the process because it represents the convergence of information in the organization. This means that people with multiple perspectives come together, different sets of data and different experiences make up. The extent of information to be combined effectively in teams in ways does not occur in person. In a sense, the teams are capable to fill the empty space where the strategic direction of the organization chart will happen (Hughes & Beatty, 2005).

Background

Samii Nasr (2008) in an article entitled, strategic thinking and operational research is exploring opportunities an insight that strategic thinking and understanding of the situation and exploit the opportunities. He believes that this insight helps realities of the market and its rules properly and timely identified; and to meet the requirements of the solution. Kordi Mashadi (2008) in an article entitled, strategic thinking underlying innovation research that the knowledge of the directors of strategic planning at both an individual and organizational integrity and prudent of the special cause, on the one hand lead to a better understanding of the organization's employees, work environment conducive to creativity and they are repeated on the other hand the area of communication and interaction between managers and employees to provide and would exploit the ingenuity and creativity of employees in the organization. Jeffery et al (2007) in an article entitled Strategic thinking and knowledge management in organizations located in the United States; a number of key elements are introduced. They emphasize that the analysis of situations that can enhance the capability of strategic thinking in the people, makes clear, organizations can use this opportunity to develop management and improve their own work (Kazemi et al., 2011) in the strategic management literature, and there are various definitions for expressing the concept of strategic thinking.

Some authors take the concept to other concepts such as strategic thinking, strategic planning and strategic management applied. For example, Wilson stated: "efforts to improve the institution's strategic planning has changed so that it is referred to as strategic management or strategic thinking (Wilson, 1994) Other authors have focused on the strategic management process and clearly state that good strategic planning, strategic thinking will help (Porter, 1990) Garat believes that strategic thinking is a process by which senior managers are able to separate the management of processes and everyday crises and thus has a different view of the organization and its changing environment and concern (Garat, 1995) He published a book entitled, "Thinking of a strategist," it said, we do recognize that if the major issues, whatever their employees to physical stress and enter the result but not the result of confusion and failure. Finally, we can say that the public commitment of the entire organization-level strategic thinking. The purpose of these thinking is future predictions, but early detection of changes in the market and seeing opportunities that others do not see it. What is clear is that strategic thinking is the vision of the organization's strategy in order to cause it to move (Ohmae, 1982) Strategic thinking means thinking strategically covers strategic management as a new approach and new life to the old way of thinking is a strategic management (Jelienc, 2009) Strategic thinking and planning new actions based learning (Stacey, 1998) Strategic thinking.
is a continuous process that aims to demystify and give meaning to a complex environment. The process of analyzing situations and creatively combined analysis results in a successful strategic plan to incorporate (Bonn & Ingrid 2005). Today, in many organizations, strategic thinking and strategic planning are replaced with non-conforming and sometimes dream about the realities of the present and future market for deposits. While strategic thinking and strategic planning must come together have a complementary role. Strategic thinking is proportional to the realities of the current market developments and future prospects it creates to explain and implementation of a strategic planning tool used. Mintzberg Strategic separates. He is a strategic planner “planners” from the “thinkers” such an important role in data collection, the combination of strategic thinkers in creating strategies for participation in the implementation of the strategic landscape but creating landscape and architecture strategy and strategic thinking for sure he knows (Mintzberg, 1999). In 1998, Ms. Lidka, Mintzberg’s views on strategic thinking in terms of a conceptual model is developed. In this model, the basic elements of strategic thinking specifically provided. His original five pillars of strategic thinking suggest (Fred, 1999):

• System Approach
• Strategic intent
• advancing the scientific approach
• Clever opportunism

Thinking in Time Albert Napier and strategic thinking are three aspects to consider are: a) the extent of the areas of concern when thinking about organizational issues, (b horizon decisions c) The key people in the organization are able to take advantage of strategic thinking and planning the use of formal systems (Napier, 1990). Acur and England in their research, strategic thinking, using elements such as knowledge about the industry and competitors, their critique, knowledge than the main problems, learning from past experiences define (Acur, 2006). Bonn believes that the concept of strategic thinking requires a dual approach that on the one hand and capable of strategic thinking to identify the individual characteristics and on the other hand, processes and organizational contexts prevailing in the individual studied. He was the third of his future studies to investigate the impact of group interaction on strategic thinking, considers (Bonn & Ingrid, 2001).

**Conceptual model**

According to the above-mentioned strategic thinking skills as an endogenous variable And effectiveness of the strategy as exogenous variables have been considered. Thus, the proposed model of Figure 1, in accordance with what is stated in the research hypothesis; the conceptual model analysis and research within the banking industry will be discussed.

![Conceptual model of research (researchers)](image)

**Hypothesis**

Environmental review of studies examining the issue of business and strategic thinking skills and effectiveness of the strategic research led to the following hypothesis: The main hypotheses Strategic thinking skills in strategic leadership effectiveness in organizations affect team performance. Sub-hypotheses: Strategic thinking on the effectiveness of the organization's strategic influence team performance. Evaluate the effectiveness of the strategic leadership skills, strategic action will affect the organization. Impact and influence on the effectiveness of the strategic leadership of the organization’s strategic impact.

**Methodology**

This study in terms of aim is applied and in terms of how data collection is descriptive and crosses. The study in term of method is survey research, and one of the most important features, the ability to generalize the results. After reading the relevant literature
and research literature and by researchers investigating this conceptual model was developed to evaluate the indicators. The variables used in research, strategic thinking skills (strategic thinking, strategic action skills, influence and strategic influence) as endogenous variables and variables used in the strategic effectiveness of team performance (environmental, members, prospects) as an exogenous variable considered have. To evaluate the relationship between hypotheses of the research model was developed. The questionnaire was designed to measure the variables in the sample were distributed. This final model was based on the hypothesis that the relationship between strategic thinking skills and effectiveness of the strategic team performance were analyzed.

**Population and sample size**

The population consisted of all employees and managers in selected branches of the Keshavarzi Bank of Qom. The sample size according to Morgan (1970) 150 people were estimated and a stratified random sample were selected.

**Research Tool**

Instruments included two questionnaires with the advice of experts in research and previous research, two questionnaires to assess the skills of the strategic thinking and another for strategic thinking skills and effectiveness of the strategic branches of the Keshavarzi Bank of Qom, according to the study variables were developed. The first questionnaire included 30 items and the second has 26 Likert type 5-choice question was considered closed. The first questionnaire was based on questionnaires and Vic Gilgeous (1995) designed the second questionnaire to measure the effectiveness of the strategy designed by Richard Hughes therefore, the questionnaire to ensure that the questionnaire scale for measuring variables, with the advice and with the approval of their supervisors and ensure that it is having validity. In order to ensure the reliability of the measurement tool, a questionnaire was distributed among 30 executives and employees of Cronbach's alpha values were calculated and 86%, respectively given that more than 70 percent had acceptable reliability.

The 150 questionnaires were distributed among the participants of the study were evaluated to determine the reliability of Cronbach's alpha was used with SPSS software. Cronbach's alpha value of strategic thinking skills questionnaire to 0.96 and the effectiveness of the questionnaire, Cronbach's alpha was 0.92 performances against the strategic team that represents the acceptable credit. Table 1, it shown Cronbach's alpha coefficients for each component of strategic thinking skills on effectiveness of the strategic team's performance. Using descriptive statistics, demographic questions were examined individually and then by statistical tests, including Spearman correlation test, data analysis was performed using SPSS, AMOS.

<table>
<thead>
<tr>
<th>Components</th>
<th>Cronbach's alpha coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Thinking</td>
<td>0.93</td>
</tr>
<tr>
<td>Skills Strategic Action</td>
<td>0.86</td>
</tr>
<tr>
<td>Effectiveness and strategic influence</td>
<td>0.92</td>
</tr>
</tbody>
</table>

**Results**

Demographic characteristics of the sample show that 20 percent of female respondents and 80% of them are men. Most of the men and women are the lowest of the group. The maximum number of entries organizational management experts and the lowest number is 10 percent. Maximum number of master's level education in line with the 53% and 2% minimum number of PhD students has in class. The maximum years of service in classes 1 to 5 years is 60%, and the lowest rank is 16 years, with 9 percent.

<table>
<thead>
<tr>
<th>Sex</th>
<th>Man</th>
<th>Woman</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency%</td>
<td>70</td>
<td>25</td>
</tr>
<tr>
<td>Organizational position</td>
<td>Management</td>
<td>Expert</td>
</tr>
<tr>
<td>Frequency%</td>
<td>9</td>
<td>91</td>
</tr>
<tr>
<td>Education</td>
<td>PhD</td>
<td>MA</td>
</tr>
<tr>
<td>Frequency%</td>
<td>1</td>
<td>31</td>
</tr>
<tr>
<td>Years of service</td>
<td>16</td>
<td>15-11</td>
</tr>
<tr>
<td>Frequency%</td>
<td>9</td>
<td>20</td>
</tr>
</tbody>
</table>

**Spearman correlation test results**

To test the relationship between variables, Spearman correlation test was used and because the qualitative variables, the SPSS software was used for data analysis. Spearman correlation test results in Table 3 are shown.
Table 3. Correlation.

<table>
<thead>
<tr>
<th></th>
<th>Strategic Thinking</th>
<th>Skills Strategic Action</th>
<th>Effectiveness and strategic influence</th>
<th>The effectiveness of the strategic thinking skills</th>
<th>Average</th>
<th>SD</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Thinking</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>2.41</td>
<td>0.969</td>
<td>0.001</td>
</tr>
<tr>
<td>Skills Strategic Action</td>
<td>0.75</td>
<td>1</td>
<td></td>
<td></td>
<td>2.71</td>
<td>0.758</td>
<td>0.001</td>
</tr>
<tr>
<td>Effectiveness and strategic influence</td>
<td>0.86</td>
<td>0.87</td>
<td>1</td>
<td></td>
<td>2.68</td>
<td>0.803</td>
<td>0.001</td>
</tr>
<tr>
<td>The effectiveness of the strategic thinking skills</td>
<td>0.52</td>
<td>0.61</td>
<td>0.62</td>
<td>1</td>
<td>2.52</td>
<td>0.62</td>
<td>0.001</td>
</tr>
<tr>
<td>Strategic thinking skills</td>
<td>0.92</td>
<td>0.90</td>
<td>0.94</td>
<td>0.641</td>
<td>1</td>
<td>2.60</td>
<td>0.788</td>
</tr>
</tbody>
</table>

Given the significant level of strategic thinking skills and effectiveness of the strategic variable is smaller than 0.05 reported, and the correlation coefficient it can be concluded that there is a relationship between two variables between variables as well as the level of strategic thinking and strategic effectiveness of team performance, strategic action and strategic team performance effectiveness, impact and influence the effectiveness of the strategic 0.05 smaller than has been reported and the correlation coefficient is positive, we can conclude there is a relationship between these variables.

Study on structural equation model

Based on the research model using structural equation Amos21 software is shown in Figure 2. This variable represents the T-shaped skills, strategic thinking, and A indicates the effectiveness of the strategic team, X1 represents the changing strategic thinking, X2 represents the changing strategic action skills, X3 represents a variable impact and strategic influence, Y1, Y2, Y3 are order.

![Figure 2. Structural equation modeling (significant coefficients and initial confirmatory factor loadings).](image)

In this study, structural equation modeling to assess suitability, assessed on six indicators. The first index, (df / X2) is if the index is between 1 and 3 above, this model would be a sign of approval, in this study, this value was 2.3. The RMSEA is an index that is much closer to 0.05 models will be more efficient, in this study, this value was 0.038. And other indices GFI, IFI, NFI and CFI are between zero and one are the four indicators of the performance model will be closer to number one. In this model, the parameters are respectively 0.811, 0.805, 0.812 and 0.755 are reported. In Table 4, the indicators and measures of structural equation modeling is presented.

Table 4. Indicators and measurement of structural equation modeling.

<table>
<thead>
<tr>
<th>X2/df</th>
<th>GFI</th>
<th>IFI</th>
<th>NFI</th>
<th>CFI</th>
<th>RMSEA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2/3</td>
<td>0.755</td>
<td>0.812</td>
<td>0.805</td>
<td>0.811</td>
<td>0.038</td>
</tr>
</tbody>
</table>
Table 6 Results of causal analysis using a structural equation model to test the research hypotheses show. Software according to the main hypothesis of this study was approved by effect factor of 7.34 Impact factors 0.145 and 0.648, respectively, and secondary hypotheses were confirmed by the first sub-hypothesis: Strategic thinking on the effectiveness of the organization's strategy does not affect the performance. But two other hypotheses are confirmed or rejected in other words, strategic thinking skills in leadership and team performance on the effectiveness of the organization's strategic impact is a significant impact the skills of leadership and influence in this strategic action and strategic impact on the organization's strategic impact affect team performance. The software Amos, approve or reject hypotheses are denoted by CR and P if the index is higher than CR 1.96, P less than 0.05 be an indication of a causal relationship between the variables and the hypothesis is confirmed. The results of the model in Table 6 are presented.

Table 5. Results of factor analysis, structural equation.

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Impact Factor</th>
<th>P</th>
<th>CR</th>
<th>Test Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic thinking skills in strategic leadership, organizational influences on the effectiveness of team performance</td>
<td>7.34</td>
<td>***</td>
<td>10.15</td>
<td>Approved hypothesis</td>
</tr>
<tr>
<td>The first sub-hypothesis: the strategic thinking of the organization's strategic impact on the effectiveness of team performance.</td>
<td>-0.08</td>
<td>***</td>
<td>-3.38</td>
<td>Reject the hypothesis</td>
</tr>
<tr>
<td>The second sub-hypothesis: evaluating the effectiveness of the strategic leadership skills, strategic action will affect the organization.</td>
<td>0.145</td>
<td>***</td>
<td>4.51</td>
<td>Approved hypothesis</td>
</tr>
<tr>
<td>The third sub-hypothesis: the impact and strategic influence in the strategic leadership effectiveness in organizational performance impact.</td>
<td>0.648</td>
<td>***</td>
<td>11.08</td>
<td>Approved hypothesis</td>
</tr>
</tbody>
</table>

Conclusion

Based on these results, we can conclude that strategic thinking skills (strategic thinking, strategic action skills, influence and strategic influence) the effectiveness of the organization's strategic impact. In other words, whatever skills they will strengthen the organization's strategic team performance is improved and increasing agricultural bank branch managers should be based on the result of strategic thinking skills necessary steps to do as a result of the increase in the organization's strategic managers have to identify the key issues and recognizing the importance of information among a host of pay managers also need to improve the experience of these teams are new or different ways of doing things to encourage regularly to assess your organization's strengths and weaknesses in addition to the market trends, culture and technology in order to deliver ads to gain better performance according to the members and to create a climate of trust and respect with members deem necessary to maintain its commitment to improve its performance it is noted that the strategic threats and opportunities in the environment studied and the need to create long-term and short-term balance. Intellectual leadership and strategic impact on team performance ranking of factors affecting the performance of strategic among the limitations of the study are as follows:
- Lack of proper accountability of the staff questionnaire.
- Lack of cooperation from some employees and managers.
- The limitations of the questionnaire are capable.

Because the study of bank branches in the farming town of Qom and Culture the management system governing the bank branches located in different cities of the country should observe caution in generalizing the results.

References

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