

## Assessment of strategic thinking in the Islamic Republic of Iran, Hormozgan University of Medical Sciences Based on Jane Liedtka model

Zahra Jamalizadeh (Corresponding Author)<sup>1</sup>, Gholamreza Jamalizadeh<sup>2</sup>, Seyed Ali Akbar Ahmadi<sup>1</sup>, Mohammad Taghi Amini<sup>1</sup>

1- Department of Management, Payam Noor University, Qeshm Branch, Qeshm, Iran

2- Director of Treatment, Hormozgan University of Medical Sciences, Bandar Abbas, Iran

[Zahra.jamalizadeh@ymail.com](mailto:Zahra.jamalizadeh@ymail.com)

**Abstract:** Strategic thinking on the subject of health care has attracted much attention over the past decade in the field of management and is known as one of the key factors in the effectiveness of the strategic management field. The new strategic concepts of the health system, such as the family physicians clinical governance looking equity in health, make strategic thinking tangible more than past. This study evaluates the strategic thinking in Hormozgan University of Medical Sciences based on Jane Liedtka model. In this descriptive - comparative study, strategic thinking was assessed by 104 managers, supervisors and key experts in the field of academic staff using questionnaire for developed strategic thinking based on Jeanne models on five elements, systems perspective, focusing on the opportunity seeking intelligent, thinking at the time, and tests of hypotheses. The data showed that the systemic approach in comparison with other elements is in the lowest level ( $M = 17.85$ ,  $SD = 4.00$ ) and in the highest concentration of  $20.15$ ,  $SD = 2.53$  ( $M =$ ) at Hormozgan University of Medical Sciences. Comparison of the five elements in paired t-test showed that the application focuses on the elements and other elements that a significant difference was observed. Second element of the test was in terms of theory and application in college. Seeking an opportunity intelligently and thinking in time are two elements that were mediocre in university.

[Jamalizadeh Z, Jamalizadeh G, Ahmadi S.A.A, Amini M.T. **Assessment of strategic thinking in the Islamic Republic of Iran, Hormozgan University of Medical Sciences Based on Jane Liedtka model.** *J Am Sci* 2013;9(2s):113-117]. (ISSN: 1545-1003). <http://www.jofamericanscience.org>. 17

**Keywords:** strategic thinking, systems perspective, focusing on the goal, seeking opportunities intelligently, thinking at the time, making and testing hypotheses.

### 1. Introduction

The Health Division of Services is a key element in any society. Developments in the health system and the health system's commitment in providing and maintaining proper accountability and promote public health need the health concerns of all those smart people. Thus there are managers who have strategic thinking and good strategy to take advantage of these elements; they can play a role in improving the healthcare system and society. By addressing the issue of evaluation and strategic thinking of managers, the managers will not only reflect the strengths and weaknesses of the model to evaluate management activities in the University. Assess the strengths and weaknesses and identify management and strategic thinking as well as efforts to meet or correct them can play an undeniable role in the development and growth of the organization.

Architecture of artistic strategy describes Gary Hamel's strategic thinking and understanding based on creativity and business strategy n (a way of thinking that can be attributed to architectural skills). Ralph Stacy says it as planning on learning. Raymond divides strategic thinking into two parts: the part of the thinking, data governance and data

processing, and the other part, innovation and creativity that are important (Lawrence, 1999).

From Mintzberg's view, enhancing strategic thinking will lead to better strategies. He believes that managers are equipped with the ability to think strategically, enabling other staff to find innovative solutions to encourage the success of the organization. Hence, strategic thinking ability as one of the key factors managers need the most attention is the effectiveness of strategic management (Moshabaki & Khazaei, 2008).

Strategic thinking helps management strategies for survival and success. Entrepreneurial approaches in decision-making and environmental preparation need mental flexibility. Strategists who have strategic thinking, with features such as leadership, creativity, vision system, vision and long-term opportunities, and many other cognitive mental capabilities can bring the organization to a better future, and this is what today's mental capabilities It is referred to as strategic thinking (Nezami & Jafarian, 2010).

Peter Drucker (1974) believes that the question "what is our main task?" Set goals and develops strategies that will lead to decisions to be taken and the results will be defined later. It is no doubt that

part of this work should be done by the broad approach to looking at the entire organization and be able to balance between the objectives and needs of today and tomorrow and to the spiritual and material resources in such a way that the combination would lead to the desired result (Maki, 2007).

Jane Liedtka professor of strategy in 1998, his studies on strategic thinking has presented a model that definition of strategic thinking with strategic thinking model components and relationships among them are described. His views on creative strategy, the strategic thinking and strategic planning, facilitation and implementation process is responsible for the results. His five-factor model of strategic thinking, systems thinking, focus on goals, time saving, intelligent and forward thinking at the time, the hypothesis suggests. Liedtka strategic thinking as a vital factor for the survival and supplement (not replace) considers strategic planning. However, how this relationship should be understood and architectural practice (Ghaffarian & Kiani, 2008). Liedtka states that if one of these five, all is made by strategic thinker, Thinker with broad field of vision makes him into a Communication between the components of the strategy of vertical and a horizontal component of the system immediately sees the value. Strategic thinker always seeking opportunities and embrace opportunities that appear and how it serves the goal of continuously improving its defined purpose. General and comprehensive view of the system and their companies should allow for greater effectiveness and efficiency, to redesign their processes. Serious focus will make them more willing than its competitors. Their ability to think in time, they will improve the quality of decision making and speed of execution. Ability to develop and test the hypothesis in both thinking (creative and critical) applies in their processes. It eagers their golden opportunity to intelligently sensitive and to limited opportunities. Joint results of components are the capacity to think about strategic (Liedtka, 1998).

Managers have the ability to think strategically, today, the basic needs of competitive organizations that are trying to differentiate survive and thrive. So we need to ask ourselves how that directed toward the appropriate managers who have an open mind and divergent strategic thinking and skills are identified and put on the helm Organizations in order to be successful in the right direction and assist with growing and (Iranzadeh, 2008).

Today's managers must be streamlined organization with strategic thinking and skills in order to be informed of the upgrade, you should try to understand it. It helps enhance the ability of managers in making decisions. Therefore managers evaluate strategic thinking as a key factor in the

effectiveness of the strategic management process requires more attention.

This study was conducted according to the following model.

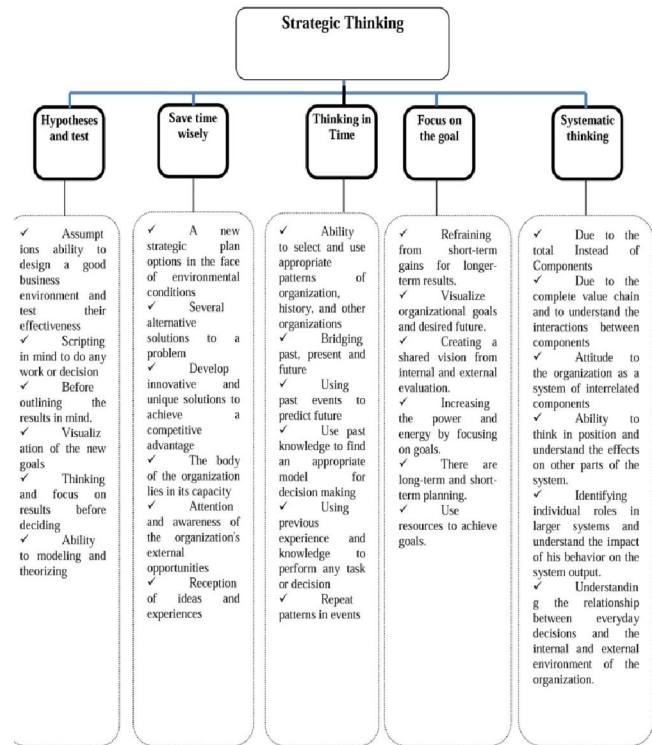


Figure 1: Model of this research

Providing quality health system undoubtedly requires new management strategies and aligned with the transformation of health systems around the world. Necessary, the appropriate approach in dealing with organizational challenges managers to success is clear. An approach based on knowledge and understanding of the true strengths and weaknesses, threats and opportunities can preserve organizational resources and prevent waste of energy, ensure survival in times of crisis and provide a platform for growth and excellence (Roosta Azad, 2010).

In different countries different methods and tools for improving health care quality have been used to date. Among these methods, for the first time in the UK NHS clinical governance as a strategy to enhance the quality of care provided by the government and in 1998 was introduced to clinical practice.

Clinical governance framework in which clinical care provider organizations, for continuous quality improvement and accountability by creating an environment in which excellence in clinical care will flourish and preserve high standards of service to the

country. Clinical governance simultaneously concerned over responsibility for maintaining the current level of care and improves quality of care for the future is given. It is a concept that attempts in the past, methods and tools for measuring and improving quality of care are integrated seamlessly. The unified and comprehensive strategy to continuously improve the quality of the NHS in England has proposed a systematic model, clinical governance. In this context, it is a point that should always be considered Clinical governance can be achieved simply by doing what seems to be true, but the agency responsible for the health and quality of clinical services, the application need. It should assess the needs and views of patients, regulatory requirements, capabilities, staff training unmet needs and realistic than the current best practice standards based. There is a sense of ownership and belonging to other important programs that not only the board, but the head of the rule and there should be a single group or individual Howe arise. Review of clinical governance within the health system deemed necessary to achieve health system in which nothing less than the best service, is not tolerated.

**2. Methods**

The aim of the present study includes descriptive studies - are compared. 104 cases of managers, supervisors and key experts in the areas of staff Hormozgan University of Medical Sciences were evaluated using a questionnaire. In order to access data and to address the research objectives, research questions and design model based on field data from the jane Liedtka. Extraction procedures and requirements in order to better analyze the data from the completed questionnaires, a short interview with the stated objectives of the research subjects and the confidentiality of information about their demographic characteristics were used.

Evaluation criteria and factors associated with each criterion based on elements of strategic thinking, and using denim Liedtka theoretical study has been determined. The benchmark index in the five-choice questions on the Likert scale was developed by the researcher. A total of 30 components within the questionnaire were 5 criteria. Systems Thinking (6 questions), focus on the target (6 questions), time saving smart (6 questions), Thinking in Time (6 questions), and test hypotheses (6 questions) were included. The questionnaire was a Likert scale of 1 means totally disagree and 5 means totally agree was prepared by the researcher. To assess the content validity of the questionnaire used. Thus the Questionnaire adapted from books and literature theories and the set of ideas and tips and teachers specializing in the management, use, and the necessary modifications in the design of the

questionnaire with 30 questions. A pre-test was conducted to assess the reliability of the questionnaire. Namely, the question number 30 to 30 employees from other parts of Hormozgan University of Medical Sciences offering were collected and Cronbach's alpha ranged. Alpha was calculated questionnaires. Strategic thinking questionnaire reliability coefficient equal to 0.81 was estimated that indicates the reliability of the measuring instrument. Frequency separation of 30 components of the five indicators were analyzed in tables and graphs are provided for this purpose, has been proposed. In this study, using T (paired test) to analyze the data is discussed.

**1. Results**

Of 104 subjects participated in the study, the largest number of groups is belonging to the age group 41 to 50 years (45.19%), 47 patients belonged to the age group below 30 years and the lowest (3.84%) were 4 people. Many men in this study (52.88%) and 55 women (47.11%) 49 persons. Distribution of Degree, Bachelor largest number (50%) 52 dead titles Degree graduate (17.30%) 18 persons. Distribution service, 11 to 20 years had the highest number (% 53.84) 56 lowest frequency of service from 1 to 10 years 10 0.57%) of 11 patients. Score, using strategic thinking by managers, 94.85 (14.45) shows that there is a moderate level of strategic thinking. The University separately applying strategic thinking elements in Table 1 is presented. As seen in Table 1, the highest average concentration of the element (2.53) 20.15 and lowest elements in the system (4.00) has been observed in 17.85.

Table 1. Comparison of strategic thinking elements at Hormozgan University of Medical Sciences

	Number	Minimum score	Maximum score	Average	SD
Systems Thinking	104	6.00	30.00	17.85	4.00
Focus on goals	104	6.00	30.00	20.15	2.53
Save time wisely	104	6.00	30.00	18.99	2.30
Thinking in Time	104	6.00	30.00	18.6	4.21
Hypotheses and test	104	6.00	30.00	19.26	2.48

Table 2. T test results

Elements	Systems Thinking	Focus on goals	Save time wisely	Thinking in Time	Hypotheses and test
Systems Thinking	-	T = -12.49 P = .001*	T = -4.99 P = .001*	T = -8.66 P = .001*	T = -6.15 P = .001*
Focus on goals	T = -12.49 P = .001*	-	T = 11.25 P = .001*	T = 8.13 P = .001*	T = -10.07 P = .001*
Save time wisely	T = -4.99 P = .001*	T = 11.25 P = .001*	-	T = 1.62 P = .10	T = -4.71 P = .001*
Thinking in Time	T = -8.66 P = .001*	T = 8.13 P = .001*	T = 1.62 P = .10	-	T = -2.76 P = .006*
Hypotheses and test	T = -6.15 P = .001*	T = 10.07 P = .001*	T = -4.71 P = .001*	T = -2.76 P = .006*	-

\*p ≤ 0.05

## 2. Discussion

Analysis of the data showed that vision system in comparison with other elements of the lowest level of strategic thinking and a focus on the most important applications in the Hormozgan University of Medical Sciences. The results of this study indicate a high concentration of the element used by the managers. Thus the difference between the use of these elements and the four other elements were detected. Liedtka says people in an organization should focus its resources on strategic objectives. The focus should remain until they achieve a goal. The high concentration of the target element managers in Hormozgan University of directors of long-term goals that will lead to increased health, well-known and capable and creative strategies to achieve health goals oriented to operate. Use these strategies to enhance performance in the areas of health care and patient satisfaction and the patient will be. Test hypotheses regarding the second element used by college administrators. This means that when to make decisions and quick action, managers, with ability to create trial hypothesis are equipped with the innovative and answer the questions that have to be assumed. The ability to predict the events and decisions can be made in a variety of situations. The element of risk requires strategic thinking ability. In fact, managers are risk scenarios or different ideas. This means thinking about trial and error (Feiz, 2010). Seeking an opportunity in an intelligent and thinking are two elements that University administrators were moderate. Not taking advantage of opportunities to save wisely (such as a family doctor plan) because loss of valuable resources and generation of health promotion and school district reach its goals, and the other components of the health of disadvantaged people to achieve returns. Should always be for Possess strategic thinking of new ideas welcomed. This causes the space to achieving strategic options and developing effective strategies and approaches to staff utilizing creativity is made possible health. In strategic thinking, explore opportunities and take advantage of them is a matter of principle (Ghaffarian & Kiani, 2008). According to Mintzberg, managers are equipped with the ability to think strategically enabling other staff to find innovative solutions to encourage the success of the organization.

Where the element is weak, we can say that the management system is essentially a spirit of partnership and co-located on the lower level. As a result, options encourage employees to find creative solutions (as one of the original co-management) are very pale.

In the spirit of obedience, sense and thinking about mock without creativity comes first, because

they do not see the organization as it should be, but as it is, or top management wants to see (Nuri Shams Abad, 2010). Thinking at this point we have that the strategy is not just the future. Past, present and future are not separated for developing and executing strategies that consistently should consider taking this route. This way of thinking will be based on the achievement of the organization's capabilities created (Ghaffarian & Kiani, 2008).

Low utilization of past events to predict future (using the relationship between the past, present and future events and conditions, health and medical treatment facilities) may be caused by this issue. Managers did not have adequate opportunity to obtain such a result; more organizations are involved in current issues. The weakest element of the vision system was used in college. This shows the weakness of this element is administrators or holistic view of a system's perspective while they are both necessary and required.

## 3. Conclusions

The high concentration of the target element managers in Hormozgan University of directors of long-term goals that will lead to increased health, well-known and capable and creative strategies to achieve health goals oriented to operate.

Use these strategies to enhance performance in the areas of health care and patient satisfaction and the patient will be. In System perspective, the weakest element is the college application. Regarding the Liedtka model, in a system perspective, Strategic thinker with a mental model of the whole system of production is from beginning to end in mind and to understand the relationships between its components. This shows the weakness of this element is managers or component or holistic view, while the vision system are both necessary and required strategic thinking these two should not be separated, but they are cleverly combined together. The findings of this study can be concluded that the vision system can be used in training at the University of Strategic thinking at all levels of management and organizational change management subject taught. The participatory approach to development can play a role in the creation of short-and long-term goals of all employees and the organization and coordination between various units in order to achieve organizational goals. Finally, we pointed out the limitations of this study. The ability to generalize the results of this study only partially reduced.

### Corresponding Author:

Zahra Jamalizadeh

Department of Management, Payam Noor University, Qeshm Branch, Qeshm, Iran

E-mail: [Zahra.jamalizadeh@gmail.com](mailto:Zahra.jamalizadeh@gmail.com)

**References**

1. Feiz, D. (2010), strategic management, the key to success in competitive markets, Semnan University press, first edition. [Persian]
2. Ghaffarian, V, Kiani, GR, (2008), effective strategies, fara Press, Tehran, Fifth Edition. [Persian]
3. Iranzadeh, S, Sadeghi, A (2008), The strategic thinking skills and multiple intelligences, Journal of Management Sciences, First year, No. 4, pp. [Persian] 116-85.
4. Lawrence, E. (1999)"Strategic Thinking – A Discussion Paper" Research Directorate, Public Service Commission of Canada.
5. Liedtka, JM. (1998), "Strategic thinking: can it be taught?" Long Range Planning, Vol 31, No 1, pp 120-129.
6. Maki, M. (2007), the Role of strategic management changes in organizations in the new millennium, the management of the eighteenth year, No. 129. [Persian]
7. Moshabaki, A, Khazaei, A. (2008), Elements designing of strategic thinking in Iranian organizations, Journal of Business Management, Volume 1, Issue 1, pp. 118-105. [Persian]
8. Nazemi, SH, Jafariyani, H. (2010) Strategic thinking, Tehran, first edition. [Persian]
9. Nuri Shams Abad, M (2010), management magazine (Iran Management Association), Year 21, pp. 38-32 [Persian]
10. Roosta Azad, R. (2010) Hospital technologies management magazine, Volume 1, p11. [Persian]

9/6/2012