

Article

The Role of Strategic Intelligence in Enhancing Strategic Performance : An Applied Study in The Iraqi Ministry of Planning

Dr. Reyam Qasim Mohammed

1. College of Islamic Sciences, University of Baghdad

* Correspondence: ream.q@cois.uobaghdad.edu.iq

Abstract: The current research aims to determine the extent of interest by the Iraqi Ministry of Planning and its various departments in strategic intelligence, which reflects on enhancing the presence of strategic performance. Accordingly, the research problem has emerged from the philosophical and intellectual theories related to research variables. To achieve the objectives of this study, two main hypotheses were formulated, and the research adopted an applied methodology targeting senior and middle management within the ministry. A total of 83 questionnaires were distributed to the research sample, with 78 retrieved. The current research concluded that there is an acceptable level of strategic intelligence, with its various dimensions, within the Iraqi Ministry of Planning, indicating the presence of purposeful strategic awareness that can be further developed considering different environmental challenges. Among the most important recommendations was the need for the Iraqi Ministry of Planning to adopt strategic intelligence and its dimensions as one of the key pillars in formulating future policies and objectives, given the results that demonstrated a good relationship and clear positive impact of strategic intelligence on strategic performance. This would enable the ministry to achieve its objectives more effectively and efficiently.

Keywords Strategic Intelligence; Strategic Performance; Future Vision; Continuous Innovation; Strategic Decisions

Citation: Mohammed, R. Q. The Role of Strategic Intelligence in Enhancing Strategic Performance : An Applied Study in The Iraqi Ministry of Planning. American Journal of Economics and Business Management 2025, 8(7), 3307-3320

Received: 15th Apr 2025

Revised: 29th May 2025

Accepted: 21th Jun 2025

Published: 14th July 2025



Copyright: © 2025 by the authors. Submitted for open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>)

1. Introduction

Environmental challenges and rapid developments across various organizational fields have increased over the last two decades of the previous century, placing significant pressures on organizations. Many important factors have begun to emerge in enhancing and ensuring organizational success and in striving for high levels of performance, including strategic intelligence and strategic performance. These are fundamental topics of interest to researchers aiming to shape future policies and define targeted strategies by utilizing the organization's available and actual resources to build organizations that pursue excellence and adopt intelligent thinking methods. The current study emerged from addressing contemporary and modern topics that play a pivotal role in developing strategic intelligence and providing organizations with information that enable them to understand and continuously analyze the threats and changes they face.

Research Problem

The research problem centers on the possibility of achieving distinguished strategic performance by enabling leaders to anticipate external changes and shifting conditions within the Iraqi Ministry of Planning, through enhancing the ministry's adoption of strategic intelligence methods and tools and encouraging senior management to reach a level of systematic thinking that leads to achieving performance in an innovative manner, thereby facilitating transparent strategic decision-making. The following research questions can be posed:

1. What are the challenges facing the Ministry of Planning when adopting strategic intelligence methods?
2. Does the Ministry of Planning operate within the frameworks of strategic intelligence to achieve strategic performance?
3. What is the level of strategic performance within the Iraqi Ministry of Planning?
4. Do senior management officials within the ministry understand applying strategic intelligence and its role in achieving strategic performance?

Significance of the Research

1. The current research is applied within the Iraqi Ministry of Planning, where the research variables align with the ministry as a strategic body that supports decision-making and strategy formulation.
2. The research contributes to improving the quality of strategic decisions by providing senior management with a clear future vision.
3. It emphasizes the importance of strategic intelligence and strategic performance for contemporary organizations.

Research Objectives

1. To determine the level of strategic intelligence among leaders in the Ministry of Planning.
2. To provide key recommendations to reduce problems and obstacles facing organizations and to improve their strategic performance.
3. To test the relationship between the dimensions of strategic intelligence and strategic performance.
4. To present well-considered and practical conclusions that the Ministry of Planning can use to improve its performance and services.

Research Hypotheses

To achieve the research aims, the following main hypotheses were formulated in a manner that clarifies the research problem and contributes to addressing the research questions:

1. Main Hypothesis 1: There is a statistically significant correlation between strategic intelligence and strategic performance.
2. Main Hypothesis 2: There is a statistically significant impact of strategic intelligence on strategic performance.

Proposed Research Framework

The proposed research framework, as illustrated in Figure 1, demonstrates the relationship between strategic intelligence and strategic performance within the Iraqi Ministry of Planning. The framework outlines how the dimensions of strategic intelligence, including foresight, systems thinking, vision, motivation, and partnership, are hypothesized to influence strategic performance dimensions such as responsiveness, continuous innovation, and strategic learning. This framework serves as the foundation for testing the research hypotheses regarding the impact and correlation between strategic intelligence and strategic performance.

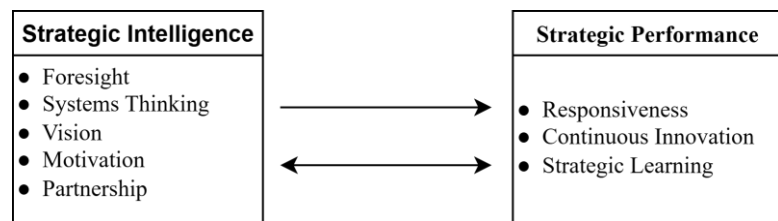


Figure 1. Proposed Research Framework Linking Strategic Intelligence and Strategic Performance. Source: Prepared by the researcher.

The Concept of Strategic Intelligence

Academics and researchers have increasingly recognized the role of strategic intelligence in the operations of various organizations. Numerous definitions and conceptualizations have been presented by scholars and specialists in this field, with differing perspectives due to developments in the concept, its dimensions, and the novelty of studying its variables. Strategic intelligence contributes to developing employees' capabilities and encouraging them to respond to changes, thereby shaping organizational behavior patterns to achieve objectives. It also facilitates the introduction of modern qualitative shifts in the methods and approaches used to perform tasks, thus serving the society in which the organization operates[1].

Strategic intelligence is defined as the ability of individuals and organizations to adapt to changing environmental conditions while maintaining the same approach when all expectations and indicators confirm the need for such change [2]. According to [3], it is the process by which strategic leaders, characterized by five traits (foresight, partnership, systems thinking, future vision, and motivation), understand and implement the organization's strategic objectives in a manner that ensures success through the formulation of sound strategic policies.

Strategic intelligence is also considered a set of activities and procedures used to obtain, analyze, and evaluate information to achieve specific objectives, with a strong focus on processes related to the organization's strategic planning [4]. Ad[5] emphasizes that strategic intelligence is an important function that analyzes competitors' ideas, understands their future objectives and current strategies, and recognizes their roles and capabilities. It is also defined as a necessary tool for enabling organizational leaders to excel and succeed, as it refines their characteristics and transforms them into strategic thinkers capable of making their organizations successful and distinguished [6].

ditionally, it is viewed as a systematic and continuous process of exploring the market environment using robust analytical systems that generate knowledge and modern digital tools for long-term decision-making, ensuring the organization's readiness for future challenges [7].

According to [8], strategic intelligence branches into three perspectives:

1. First Perspective: It is a tool for collecting information that supports decision-making processes.
2. Second Perspective: It is a function capable of addressing all matters affecting the organization in the medium and long term.
3. Third Perspective: It is part of the leaders' personalities within organizations.

The Importance of Strategic Intelligence

Strategic intelligence enhances and encourages individuals to engage in teamwork and information sharing, as it is considered a primary source for providing information across all departments and levels within an organization, helping it to develop future visions through participation in decision-making [9].

[10]highlighted that the importance of strategic intelligence in organizations lies in the following:

1. It helps avoid surprises and changing threats while challenging managers' personal beliefs.

2. It provides managers with a significant and unique source for environmental analysis to produce unbiased reports and decisions.
3. It enhances competitive culture by increasing managers' awareness of threats facing human resources within the organization and reduces uncertainty.

[11] affirm that it plays a decisive role in enabling the organization to enhance its ability to innovate and create when formulating development and change strategies, and in making decisions in a manner that increases its effectiveness, placing it in a competitive position compared to other organizations. [8] adds that strategic intelligence can support senior management and enable it to formulate critical and urgent strategies, being a component of strategy formulation and playing a significant role in setting future objectives and plans by linking core capabilities with the organization's intelligent system, supporting creative capabilities, and enhancing a culture of information sharing and teamwork.

[12] summarized that strategic intelligence plays several roles that reinforce its presence and importance, including:

1. Its role in consolidating leadership traits.
2. Its role in development and changing processes.
3. Its role is one of the most important competitive weapons.
4. Its role in supporting and enhancing decision-making processes.

Meanwhile, [13] identified its importance and critical role in developing and enhancing the organization's capabilities and potential for activating teamwork, as it serves as a tool for building the fundamental pillars of future organizations and is among the prominent factors for developing creativity and competitiveness. It also plays a role in building organizational memory when managers shift from unstructured processes to more organized and structured methods in performing tasks. Thus, strategic intelligence is considered one of the most important requirements for enhancing leadership roles and preparing organizations to be innovative and capable of effectively formulating strategies and developing innovative methodologies to face challenges, enabling them to secure an advanced and competitive position compared to others [14].

In discussing the importance of strategic intelligence, Alden R. Taylor, CEO of Strategic Visions, stated that organizations relying on traditional intelligence to protect their leaders' positions expose billions of dollars to risk and danger. Future leaders must have a deeper understanding of events and facts and always require a vision that guides them toward competitiveness and make the right decisions to face potential threats. This type of vision is what competitive strategic intelligence provides to leaders [15].

Dimensions of Strategic Intelligence

The dimensions of strategic intelligence represent a set of characteristics possessed by leaders, playing a critical role in enhancing the capabilities and competencies of organizational leaders. Most researchers and scholars in this field agree on these dimensions, and the current study adopts the dimensions identified in [16], which are as follows:

1. **Foresight:** Foresight allows organizations to explore future approaches and understand external threats and challenges they may face, aiding in the formulation of systematic, future-oriented strategies before making strategic decisions, thus enabling organizations to remain prepared for rapid changes. Foresight exists in the minds of leaders, underpinning their success by seizing opportunities and avoiding problems [17]. It is a human capacity to creatively envision and detect potential risks, understand system complexity and ambiguity, provide preventive measures upon identifying threats, and build long-term visions to support sound decision-making in favor of the organization's success [18],[10] state that a successful foresight process consists of three main stages:

- a. **Stage 1:** Collecting and summarizing information to generate clear foresight knowledge.

- b. Stage 2: Interpreting and translating this knowledge to understand its impact on the organization's future.
 - c. Stage 3: Evaluating the prior interpretation to commit to action and achieve organizational goals.
2. Systems Thinking: Systems thinking serves as a framework for strategic thinking to address complex problems and is a valuable approach for acquiring knowledge and learning by studying and evaluating the structures and departments of an organization regarding their effectiveness in achieving goals [19], [20]. Haines notes that system thinking enables individuals to arrive at guaranteed and logical long-term solutions by developing strategies capable of resolving problems, allowing individuals to participate in analysis while minimizing the negative impacts of these problems.
 3. Vision: Vision is one of the essential elements for crafting a future image of the organization that surpasses its current conditions and anticipates future events. It involves the ability to design an optimal state, playing a role in creating a roadmap for employees, enabling them to direct their behaviors, make successful decisions for the organization, and prepare an environment that enhances organizational capabilities for future stages [15]. The success of a vision lies in drawing a clear, comprehensive future image capable of describing all parts and components of the organization, including its structures, values, human systems, and leadership, in a realistic manner that addresses all organizational levels and categories [13].
 4. Motivation: Motivation is a psychological measure used to identify employees' organizational behavior. [21] define it as a set of internal forces within individuals that determine their direction, intensity, and persistence in performing tasks to select the best possible alternatives. Motivation is a pathway closely connected to psychology, forming a key factor in explaining behavior, as there is a motive behind every individual's actions. Ignoring these motives may lead to daily life problems, while identifying them appropriately creates balance and harmony [3].
 5. Partnership: This dimension refers to leaders' ability within organizations to establish strategic alliances to improve work performance and reduce conflicts through increased commitment, trust, and the ability to share information with partners [22]. Partnership represents one of the most important methods supporting organizational strategies through information gathering and sharing while leveraging organizational capabilities to enhance creativity, create better job opportunities, and pursue innovative models that enable the organization to identify unique, untapped markets [23].

The Concept of Strategic Performance

The concept of performance has become a genuine requirement for strategic theories and visions, touching the essence of these policies and theories. The field of strategy has benefited from psychology scholars in identifying the fundamental drivers of performance, with organizations considering it an inevitable result that every organization strives to achieve. It represents the link between organizational goals and the means to achieve them [24]. Strategic performance thus represents one of the most important ultimate outcomes of an organization's activities, achieved through the efficient and effective use of various resources, whether material or human, to attain long-term goals. It enables the organization to monitor the implementation of planned strategies, evaluate their success, and identify ways to improve them [25].

[26] indicated that strategic performance translates plans and strategies into results that help managers respond more swiftly to sudden changes, providing a comprehensive understanding of organizational operations. Similarly, [27] confirmed that it is the cumulative decisive result of all organizational activities and processes. Performance has been defined as one of the measures taken to achieve the outcome of any activity, comparing planned and actual results desired by the organization to make appropriate adjustments for performance improvement [28]. According to [29].

strategic performance combines performance management and strategic planning to build organizational structures based on functions, resource allocation and distribution, and guiding human resources towards achieving organizational goals, alongside preparing clear performance indicators to measure individual, social, and environmental performance.

[30] added essential elements that support achieving strategic performance:

1. Goal Setting: Goals should comprehensively support organizational processes and contribute to realizing the organization's long-term vision.
2. Performance Indicators: These are critical tools for achieving goals, translating them into qualitative and quantitative measurable metrics, including financial and non-financial measures, to reach high-performance levels.
3. Performance Evaluation: This aims to identify gaps between actual and planned performance and the underlying causes, helping individuals better understand organizational goals.

The Importance of Strategic Performance

Performance is one of the key indicators for evaluating the effectiveness of organizational decisions and plans, as it defines the organization's activity, whether positive or negative, reflecting its success or failure. Performance serves as a guiding tool for organizations in utilizing available resources efficiently and identifying issues and obstacles that hinder goal achievement [31].

[32] stated that strategic performance is the core of strategic management, with its importance reflected through three dimensions:

Theoretical Aspect: Performance is a cornerstone of strategic management and its processes, explicitly or implicitly embedded within its theories and frameworks.

Empirical Aspect: Its importance is highlighted through the application of strategic management research on performance.

Managerial Aspect: Its role is evident through the increasing attention organizations give to performance, as policies and objectives heavily depend on performance outcomes.

[33] emphasized that its importance lies in being one of the organizational success measures, achieved by applying and consistently adhering to the best strategies to meet planned goals, activating advanced performance methods that generate value and continuous improvement, and efficiently harnessing organizational capabilities compared to competitors. It is thus a necessary measure for evaluating organizational achievement and identifying barriers to success.

[34] noted that strategic performance plays a role in measuring the organization's success levels and its capacity in socio-economic development processes to achieve extensive production at minimal costs while eliminating time and resource waste. It also serves to compete with other organizations, thereby enhancing organizational performance levels.

Dimensions of Strategic Performance levels.

The dimensions of strategic performance have been defined based on the study by [35] as follows:

Response Speed: This dimension refers to determining the quality of services provided by the organization and fulfilling all commitments with high reliability and dependability, which includes setting goals and achieving them correctly from the outset while resolving obstacles that may hinder their achievement [36]. This dimension reflects the organization's ability to make immediate and purposeful decisions in response to available opportunities, such as opportunities to offer new products or services that contribute to its continued success [37].

Continuous Innovation: Rapid changes and technological advancements, along with competitive objectives, encourage organizations to adopt new approaches that achieve continuous Innovation in performance and production. This requires a genuine response to environmental changes to maintain competitiveness and ensure sustainability [35], [38]. describe continuous Innovation as a process of inquiry, exploration, and learning,

emphasizing that it is an experimental, iterative process that progresses sequentially toward organizational goals and problem-solving. It consists of three main elements: continuous improvement, innovation, and learning.

Strategic Learning: This refers to a high-level organizational process for absorbing strategic knowledge determinants, which can be acquired through the organization's strategic activities. Through this, the organization can adapt its strategies according to developments and pursue opportunities and advantages to improve its competitive position [39],[40]. stated that it is the organization's capacity to learn at a high level, enabling it to continuously build creative thinking foundations and systematic strategic knowledge in formulating and implementing new strategies to seize opportunities that support its competitive position.

2. Results and Discussion

Analysis of Research Results and Hypothesis Testing

This chapter presents and analyzes the study results, which were collected using a questionnaire distributed to a sample comprising senior and middle management within the Iraqi Ministry of Planning.

The purpose of this chapter is to test the hypotheses and analyze the relationship between the dimensions of strategic intelligence and strategic performance. To achieve this goal, various statistical tools were used to analyze the data, including the arithmetic mean, standard deviation, correlation coefficient, regression analysis, and hypothesis testing [38].

Additionally, the results are interpreted within the context of the proposed hypotheses, with tables presented to illustrate the dimensions of strategic intelligence and strategic performance, alongside explanations of the statistical values obtained.

First: Sample Data Analysis

Table 1 indicates that the Iraqi Ministry of Planning has a higher proportion of male employees in leadership and administrative positions. Most of the sample (52.56%) possesses an academic education appropriate for their roles, with a notable proportion holding postgraduate degrees, including 29.49% with a master's degree and 10.26% with a doctorate, reflecting the importance of scientific research in advancing the ministry and the opportunity to encourage more individuals to pursue advanced education [39], [40].

The largest category within the sample comprises administrative employees, representing 41.03%, indicating that this group is the most involved in the study, providing a comprehensive perspective on the role of strategic intelligence in strategic performance. The sample consists of individuals with considerable experience and a good level of strategic awareness within the ministry.

Table 1. Characteristics of the Demographic Sample

Variable	Categories	Frequency	Percentage (%)
Gender	Male	(N) 47	60.26
	Female	31	39.74
	Total		100 %
Educational Level	Diploma or below	6	7.69
	Bachelor's	41	52.56
	Master's	23	29.49
	Doctorate	8	10.26
	Total		100 %
Job Title	Department Manager	18	23.08
	Division/Unit Head	28	35.90
	Administrative Employee	32	41.03

		Total	100 %
Years of Experience in the Ministry	Less than 5 years	13	16.67
	5–10 years	26	33.33
	11–20 years	17	21.79
	More than 20 years	22	28.21
	Total	78	100 %

Source: Prepared by the researcher based on SPSS output results.

The results of the Kolmogorov-Smirnov test, as shown in Table 2, indicate that all the studied variables have p-values greater than 0.05. This means that the data follows a normal distribution, allowing the use of parametric statistical tests for hypothesis testing. Additionally, the Cronbach's Alpha values are high, indicating that the instrument used for data collection has high reliability, with the dimensions measured showing strong consistency and correlation with each other.

Table 2. Characteristics of the Demographic Sample

Variable	Dimension	Kol-Smi Test	P-value	Cronbach's Alpha	Reliability
Strategic Intelligence	Foresight (Xa)	0.198	>0.05	0.86	High
	Systems Thinking (Xb)	0.205	>0.05	0.87	High
	Vision (Xc)	0.212	>0.05	0.85	High
	Motivation (Xd)	0.187	>0.05	0.86	High
	Partnership (Xe)	0.194	>0.05	0.88	High
Strategic Performance	Responsiveness (Za)	0.209	>0.05	0.87	High
	Continuous Innovation (Zb)	0.216	>0.05	0.88	High
	Strategic Learning (Zc)	0.211	>0.05	0.89	High

Source: Prepared by the researcher based on SPSS output results.

As shown in Table 3, the partnership dimension (Xe) achieved the highest mean score of 4.85 with a relative importance of 86%, highlighting the significance of collaboration among employees in performing the ministry's tasks, which leads to increased trust among them and motivates them to perform better.

Systems thinking (Xb) recorded a mean score of 3.90 with a relative importance of 77%, indicating that this dimension requires further attention and focus. The organization needs to improve its mechanisms for collecting and analyzing information and adopt organized and effective strategies to achieve the ministry's objectives, as the low level of this dimension poses an obstacle to achieving distinguished strategic performance.

Strategic intelligence (X) achieved a mean score of 4.22 with a relative importance of 83%, demonstrating its value in enhancing the ministry's practices.

Additionally, the continuous innovation dimension (Zb) recorded the highest result among the dimensions of strategic performance, with a mean score of 4.55 and a relative importance of 86%, underscoring the importance and role of innovation in achieving better performance outcomes.

Meanwhile, the responsiveness dimension (Za) recorded the lowest result, with a mean score of 3.97 and a relative importance of 77%, confirming the need to enhance the

ministry's responsiveness and seize available opportunities to support innovation and continuously improve performance. Overall strategic performance (Z) achieved a mean score of 4.60 with a relative importance of 80%, confirming the ministry's support for strategic performance.

Table 3. Means, Standard Deviations, and Relative Importance for Study Variables

Dimension	Mean	S.D	Relative Importance (%)
Xa1	4.12	0.78	82
Xa2	4.22	0.73	84
Xa3	4.10	0.81	81
Xa4	4.06	0.78	83
Xa5	4.13	0.75	82
Xa	4.17	0.76	82
Xb1	4.09	0.72	80
Xb2	4.03	0.71	81
Xb3	4.16	0.78	82
Xb4	3.94	0.72	79
Xb5	4.01	0.70	80
Xb	3.90	0.77	80
Xc1	3.81	0.82	78
Xc2	4.19	0.75	80
Xc3	4.02	0.71	79
Xc4	3.88	0.73	77
Xc5	3.92	0.82	78
Xc	4.01	0.76	78
XD1	3.52	0.67	85
XD2	4.32	0.70	86
XD3	4.55	0.63	87
XD4	4.01	0.75	84
XD5	4.44	0.69	88
XD	4.43	0.61	86
Xe1	3.87	0.76	79
Xe2	4.01	0.80	81
Xe3	4.33	0.71	83
Xe4	4.08	0.77	82
Xe5	3.99	0.79	79
Xe	4.85	0.86	85
X	22.4	0.84	83
Za1	4.30	0.77	82
Za2	4.10	0.74	80
Za3	4.18	0.69	86
Za4	4.12	0.71	84
Za5	3.97	0.68	81
Za	3.97	0.67	77
Zb1	3.98	0.67	78
Zb2	4.54	0.79	81
Zb3	4.14	0.71	82
Zb4	4.12	0.76	78

Zb5	3.97	0.71	79
Zb	4.55	0.82	86
Zc1	4.14	0.71	82
Zc2	4.15	0.78	83
Zc3	4.21	0.67	84
Zc4	4.11	0.72	82
Zc5	4.16	0.70	82
Zc	4.42	0.69	82
Z	4.60	0.81	80

Source: Prepared by the researcher based on SPSS26 output results.

Through the analysis of Pearson correlation in Table 4, which tests the first hypothesis (There is a statistically significant correlation between strategic intelligence and strategic performance), it is observed that motivation is positively and strongly correlated with all dimensions of strategic performance, making it the most accepted dimension. The correlation between motivation and responsiveness is strong and positive (0.72) with a statistical significance of (0.000), while the correlation between motivation and continuous innovation is (0.74), and between motivation and strategic learning is (0.71). This reflects the importance of motivation in enhancing strategic performance by promoting the culture and requirements of this dimension.

A moderate correlation is observed between foresight and the dimensions of strategic performance, with foresight and responsiveness at (0.60), foresight and continuous innovation at (0.58), and foresight and strategic learning at (0.61). This indicates that increasing foresight practices supports administrative processes and continuous future-oriented innovations.

Systems thinking shows a good level of correlation with the dimensions of strategic performance, with systems thinking and responsiveness at (0.66), systems thinking and continuous innovation at (0.64), and systems thinking and strategic learning at (0.69). This confirms the importance of systems thinking as a key element in achieving strategic performance.

Vision shows a moderate correlation with the dimensions of strategic performance, with vision and responsiveness at (0.65), vision and continuous innovation at (0.63), and vision and strategic learning at (0.67), indicating that future vision enhances strategic decision-making.

Partnership also shows a moderate correlation with the dimensions of strategic performance, with partnership and responsiveness at (0.60), partnership and continuous innovation at (0.68), and partnership and strategic learning at (0.70), indicating that partnership plays an important role in organizational performance.

Overall, the results demonstrate that the dimensions of strategic intelligence are well correlated with the dimensions of strategic performance, confirming the acceptance of the hypothesis.

Table 4. Pearson Correlation Matrix Between Strategic Intelligence and Its Dimensions and Strategic Performance and Its Dimensions.

Strategic Intelligence	Responsiveness (Za)	Sig.	Continuous Innovation (Zb)	Sig.	Strategic Learning (Zc)	Sig.	Strategic Performance (Z)
Foresight (Xa)	0.60	0.000	0.58	0.001	0.61	0.000	0.70
Systems Thinking (Xb)	0.66	0.003	0.64	0.004	0.69	0.002	0.61
Vision (Xc)	0.65	0.000	0.63	0.000	0.67	0.000	0.76

Motivation (Xd)	0.72	0.000	0.74	0.000	0.71	0.000	0.65
Partnership (Xe)	0.60	0.000	0.68	0.000	0.70	0.000	0.74
Strategic Intelligence (X)	0.78	0.000	0.73	0.000	0.76	0.000	0.78

Significance level: Sig.<0.05

Source: Prepared by the researcher based on SPSS26 output results.

Table 5 shows that the dimensions of strategic intelligence have a statistically significant impact on the dimensions of strategic performance. It is evident that foresight has the highest impact (0.31), making it the most influential dimension on strategic performance, while systems thinking has the lowest impact (0.15), although it remains statistically significant.

The results indicate that all dimensions have a statistically significant impact, as the p-values are less than (0.05). The overall model's R² value indicates that 62% of the variance in strategic performance is explained by the dimensions of strategic intelligence, reflecting the quality of the model. This confirms the acceptance of the second hypothesis.

Table 5. Multiple Regression Analysis Measuring the Impact of Strategic Intelligence on Strategic Performance.

Independent Dimension	Beta Coefficient (Impact)	t-value	Sig (p-value)
Foresight	0.31	2.98	0.004
Systems Thinking	0.15	2.64	0.000
Vision	0.27	2.72	0.008
Motivation	0.20	2.01	0.007
Partnership	0.18	2.24	0.000
Strategic Performance	0.50	5.10	0.000

R² = 0.62

Source: Prepared by the researcher based on SPSS26 output results.

3. Conclusions

1. The results showed that there is an acceptable level of strategic intelligence with its various dimensions within the Iraqi Ministry of Planning, indicating the presence of purposeful strategic awareness that can be developed considering different environmental challenges.
2. There is a correlation between the dimensions of strategic intelligence and strategic performance, despite variations in the strength and levels of these relationships, confirming the validity and importance of these dimensions as a supportive and necessary structure for enhancing performance in governmental organizational environments.
3. The dimensions of vision and motivation achieved relatively good levels, reflecting a forward-looking strategic ambition and a consistent readiness for high performance by leveraging these dimensions to support the process of strategic transformation and development within the ministry.
4. The system's thinking dimension contributes to a clearly defined strategic learning environment. Although its level of impact was not high, it was moderate, indicating a broad understanding of relationships within the work environment that can be developed further to effectively contribute to strategic learning.
5. Partnership as a strategic concept has shown a clear presence within the ministry, demonstrating good and positive engagement. This indicates an awareness and

understanding of the role of interactive relationships in improving the ministry's effectiveness, reflecting its readiness to collaborate and expand its scope internally and externally.

6. The results indicate that strategic performance, particularly in creativity and strategic learning, can be significantly developed through enhancing strategic intelligence, implying that the ministry has a strong and flexible structure capable of continuous improvement.

Recommendations

1. The current research recommends increasing attention to the dimensions of strategic intelligence and their impact on strategic performance in other governmental organizations to enhance and build upon the findings of this research.
2. It is necessary to design programs within the ministry that help develop strategic intelligence skills across its core dimensions, contributing to the enhancement and improvement of institutional performance.
3. Emphasize the involvement of human resources across functional levels in formulating the ministry's vision and future mission, given their critical role in increasing employee loyalty and commitment to achieving planned objectives.
4. Utilize foresight tools in conjunction with continuous learning programs to develop employees' capabilities and their ability to inspire teams to think of innovative solutions that contribute to shaping the Ministry of Planning's policies.
5. Link strategic intelligence criteria with the evaluation of senior management performance, establishing a clear formula whereby employees who achieve high performance results are transparently rewarded, as this has a positive and effective impact on strategic performance.
6. The ministry should consider establishing deeper partnerships with research centers and universities to collaboratively plan future policies, generating new ideas and creative solutions capable of achieving excellence in operations.
7. The research also recommends that the Iraqi Ministry of Planning adopt strategic intelligence and its dimensions as a key pillar in formulating future policies and objectives, given the results demonstrating a good relationship and clear positive impact on strategic performance, enabling the ministry to achieve its objectives more effectively and efficiently.

REFERENCES

- [1] Marzouk, A.-W. S. A. M., Malik Al-Naeem & Hamad, Magdy Mohammed. (2019). The Impact of Leadership Strategic Intelligence on Organizational Excellence: An Applied Study on Commercial Banks in Iraq. *Iraqi University Journal*, 3(45).
- [2] Salih, A., . A & Abdulrahman, M. (2015). The Role Of Strategic Intelligence In The Development of Managers Competencies portfolio. *International journal of Economics, Commerce and Management*, 3(12), 495-514.
- [3] Al-Yasiri, S. M. A. (2017). Strategic Intelligence and Leader Integrity and Their Role in Achieving Distinguished Performance: An Analytical Study of the Opinions of a Sample of Officials at the Holy Karbala Shrine. *College of Administration and Economics, University of Karbala*.
- [4] Abd, K., M., A & Khudair, A. H. (2019). Impact of Strategic management practices on organizational entrepreneurship mediating effect of Strategic intelligence. *Academy of strategic management journal*, 18(4).
- [5] Johnson, L. K. (2015). *Essentials of Strategic Intelligence*. Santa Barbara, CA: Praeger Security International.
- [6] Mutalib, M., A, & Abdullah, H., A. (2013). Leadership traits, leadership behavior, and job autonomy of imams in peninsular Malaysia: A moderated mediation analysis. *International Journal of Business and Society*, 14(1).
- [7] Gitelman, L. D. K., m. V & Chebotareva, G.S. (2021). Strategic intelligence of an organization amid uncertainty. *Journal of Energy prod&Mgmt*, 6(3).
- [8] Saleh, F. M. A.-S. (2022). Strategic Intelligence and Its Role in Developing and Preparing Future Leaders. *The Scientific Journal of Commercial and Environmental Studies*, 13(3).

- [9] Tham, k., D, & Kim, M., H. (2005). Towards strategic intelligence with ontology Based Enterprise modelling and ABC, To Appear Proceedings of the IBER conference, Las Vegas, NV, october.,
- [10] Hashim, Y. R., & Al-Sheikhly, A. R. I. (2021). The Role of Strategic Intelligence in Organizational Success: An Analytical Study in Colleges of the University of Baghdad. *Journal of Management and Economics Sciences*, 27(125).
- [11] Al-Najjar, F. J. S., & Al-Haraizah, A. M. (2020). Strategic Intelligence and Its Impact on Business Continuity Management: A Case Study at Greater Amman Municipality. *Global Journal of Economics and Business*, 8(3).
- [12] Hussein, A. M. M. (2020). The Impact of Strategic Intelligence on Achieving Strategic Success in Service Organizations. *The Scientific Journal of Economics and Commerce*, 49(4).
- [13] Marhej, Z. M. (2022). The Impact of Strategic Intelligence on the Development and Advancement of Human Competencies: A Case Study in the Banking Sector - Bank of Syria and Overseas Syrian Virtual University.
- [14] Bin Marni, N. A. A.-L., & Al-Busaidi, H. M. S. H. (2019). The Impact of Strategic Intelligence Dimensions on Employee Performance: A Case Study at Abu Dhabi Commercial Bank. *Arab Journal of Scientific Publishing*(12).
- [15] Ali, L. M. (2015). The Importance of Strategic Intelligence in Decision-Making: A Field Study at Fertial Company. Faculty of Economic, Commercial and Management Sciences, Department of Management Sciences, People's Democratic Republic of Algeria.
- [16] Gupta, K. (2019). Strategic Intelligence : Concepts Revisited. *International Journal of Advance Research and Innovative ideas in Education (IJARIIE)*, 5(2).
- [17] Conway, M. (2015). *Foresight : An introduction A Thinking Future Reference Guide*. Melbourne, Australia.
- [18] Laan, V. d., L., & Yap, J. (2016). *Foresight & Strategy in the Asia Pacific Region*. Management for Professional.
- [19] Al-Thalami, M. J. H. (2016). Strategic Intelligence and Its Impact on the Reputation of Educational Organizations. *Al-Qadisiyah Journal for Administrative and Economic Sciences*, 18(1).
- [20] Haines, S. G. (2007). *Strategic and Systems thinking :The winning formula, systems thinking press*. Haines center for Strategic management.
- [21] Schermerhorn, J. R., Osborn, R. N., Uhl-Bien, M., & Hunt, J. G. (2012). *Organizational Behavior (12th ed.)*. John Wiley & Sons.
- [22] Al-Obaidi, M. A., & Al-Salim, Q. S. (2012). Strategic Intelligence to Support Audit Quality: An Exploratory Study of the Opinions of a Sample of Financial Controllers at the Financial Audit Bureau 11th Annual Scientific Conference, Business Intelligence and Knowledge Economy, , Al-Zaytoonah University of Jordan, Faculty of Economics and Administrative Sciences.
- [23] Smuc, D. (2017). Increasing the success of strategic alliances in software ecosystems: design of a Software Ecosystem Alliance Management toolkit
- [24] Abd, R. S. (2020). Leadership and Its Role in the Strategic Performance of the State. *Al-Ma'had Journal*(2).
- [25] Abdul-Rawadhia, W. (2023). The Impact of Strategic Entrepreneurial Orientation on Strategic Performance in Jordanian Public Universities. *Mu'tah Journal for Human and Social Sciences*, 38(4).
- [26] Cokins, G. (2004). *Performance management: Finding the missing pieces (to close the intelligence gap)*. John Wiley & Sons.
- [27] Robbins, S. P. (2009). *Organizational Behavior (13th ed ed.)*. Pearson Education.
- [28] Gomes, C. F., Najjar, M., & Yasin, M., . M. (2018). Exploring Competitive Strategic Performance Consistency in service organizations. *Measuring Business Excellence*, 22(2).
- [29] Redding, s., & Layland, A. (2015). *Strategic Performance Management*. Advance Research, Inc, Building state Capacity and Productivity Center, USA.
- [30] Li, W., & Bian, J. (2024). Research and Analysis on Application of Strategic Performance Management in Enterprises. *Proceedings of Business and Economic Studies*, 7(3).
- [31] Al-Saadoun, H. M. H. (2017). Using the Balanced Scorecard in Evaluating Strategic Performance at Al-Qadisiyah University College of Administration and Economics, Al-Qadisiyah University.

-
- [32] Abdaoui, N. (2013). The Impact of Porter's Five Competitive Forces Analysis on the Strategic Performance of the Organization: A Case Study of the Southern Grand Mills Company - Ouemache Mohamed Khider University of Biskra, Faculty of Economic, Commercial and Management Sciences.
- [33] Taher, A. K. M., & Jamal, D. H. (2020). The Role of Organizational Change in Improving Strategic Performance: An Analytical Study at the Tourism Authority/Baghdad. *Multidisciplinary Knowledge Electronic Journal for Publishing Scientific and Educational Research*(25).
- [34] Al-Hashemi, H. A. A., & Akkar, Z. S. (2010). The Role of Financial and Non-Financial Indicators in Evaluating Strategic Performance: An Applied Study at Wasit General Textile Industries Company for the Period 2002-2007. *Journal of Economic Sciences, University of Basrah*, 2(26).
- [35] Al-Suwai'i, H. K. S. (2020). The Impact of Organizational Agility Dimensions on Achieving Strategic Performance: A Case Study at Sirte Oil and Gas Production Company. *Journal of Economic Studies - Faculty of Economics - University of Sirte*, 3(2).
- [36] Khazal, B. K., & Arslan, M. A. (2018). Strategic Marketing Performance and Its Impact on Banking Service Quality: An Exploratory Study of the Opinions of a Sample of Employees in Banks in Kirkuk - Al-Rasheed Branch Special Issue of the Second International Scientific Conference of Cihan University, Erbil in Administrative and Financial Sciences.
- [37] Abu Radi, S. (2013). Strategic Agility and its impact on the operations competitive capabilities in Jordanian hospital.
- [38] Steiber, A., & Alange, S. (2013). A Corporate System for continuous innovation : the case of google inc. *European Journal of Innovation Management*, 16(2).
- [39] Idris, W., M., & Al- Rubaie, M., T. (2013). Examining the Impact of strategic learning on strategic agility. *Journal of management and strategy*, 4(2).
- [40] Al-Tarifi, A. H. F. (2021). The Impact of Organizational Learning on Adopting Digital Business Strategy through the Mediating Role of Strategic Capabilities: An Exploratory Study of the Opinions of a Sample of Mobile Communication Companies Managers in Karbala Governorate. *Al-Riyada Journal of Finance and Business*, 2(3).