

The Relationship Between Strategic Thinking of Managers and Readiness for Strategic Transformation

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Abstract: The present study aims to investigate the effects of the strategic thinking from Lidka's point of view and through the five components of systematic attitude, concentration of the goal, intelligent opportunism, concentration on time and advancement based on a theory as the dependent variables that affect the acceptance of changes in Mashhad Municipality employees. Gender, age, education and work experience are also considered as the moderating variables. This is a descriptive, correlational and practical research which is conducted using a standard questionnaire by the method of field research and in a statistical community comprising of all the managers, deputies and employees of Mashhad. The study shows that strategic thinking on the part of the managers increased the readiness of the employees for strategic transformation and therefore a meaningful relationship is found between the two.

Key words: Readiness for organizational transformation % Strategic thinking % Organizational change

INTRODUCTION

We live in the era of ruptures discontinuous; commercial strokes and shocks will be occurred in organizations frequently and they should adapt themselves with these changes continuously [1]. In earlier times, the common method of strategic plan was usually applied by managers for facing with future challenges, but in these days, the planning sectors have been weakened in both aspects of size and power in the organizational decision- making [2]. Therefore, the "strategic thinking" was recommended for the present business environment to tackle with strategic planning problems. In this regard, Maxwell expresses that "the greatest findings of the present generation is that the human being can change his life by changing his mind and attitude" [3]. This finding also has been evident for the great scholars from the past. As a result of several definitions of organization change, a change is considered as a planned effort throughout the organization which managed by top manager of organization; in this case, the effectiveness and safety of organization will be increased via programmed change plans in organization processes by using behavioral sciences. Therefore, in unpredictable and changing environment of today, the strategic thinking is considered as an appropriate "strategic"

approach. This approach can upgrade the level of organization in comparison with other competitors and allocate more portions of market benefits to it.

The issues of strategic thinking and change acceptability should be considered more in the present organizations especially in urban servitudes organizations and municipalities which always have many customers and beneficiaries with different demands. The trend of rapid and complicated global changes caused that business reliance on visible assets led to invisible assets, in fact, the human-oriented approach has been grown up and it can be truly said that "the personnel have been become important", in other words, the thinking and pondering of managers and personnel have been become a kind of competitive privilege.

People will be changed with changing their beliefs; in addition, the beginning of change in organizations will be commenced with change in their managers' presuppositions. Man simulates his external world and then reacts against the patterns depending upon reality. So here, the thinking way and role of managers especially top managers of the organization become evident in creating the organizational change and knowing the change acceptability of personnel; For business setting of today, "the strategic thinking" can be suggested against facing with these bottlenecks.

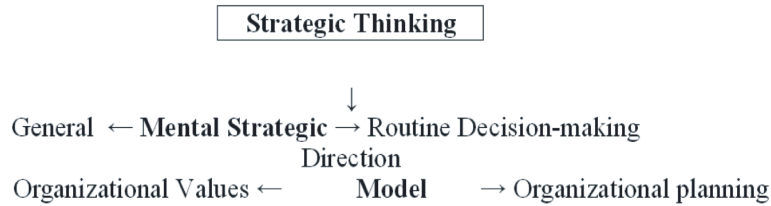


Fig. 1: Illustrated model of the strategic thinking Reference: Gharaiepour and Nikmohammadloo (2006)

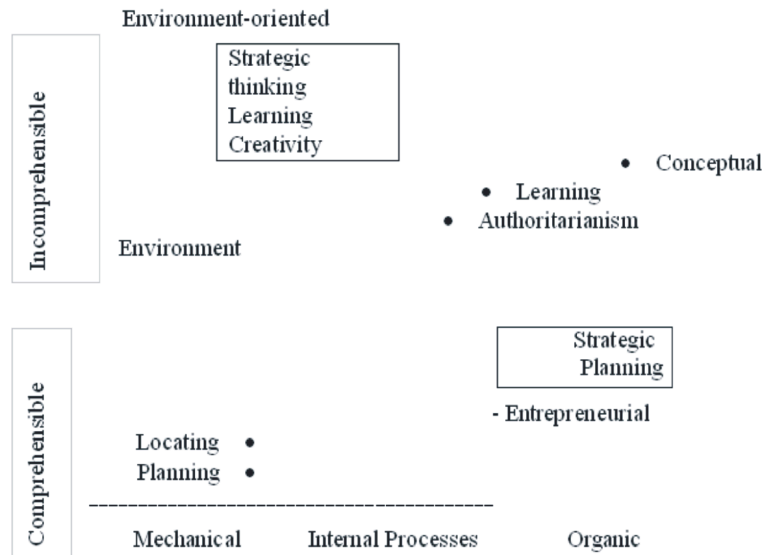


Fig. 2: Comparing the role of strategic thinking with strategic planning in business environment

The Concept of Strategic Thinking: The strategic thinking is an approach based on strategy principles and recommends a creative and divergent thinking for creating a valuable strategy and note to the strategy as an art more than other methodological and procedural aspects [4].

Gerat believes that the strategic thinking is a process through which top managers can isolate themselves from routine processes and crises of management. This way of thinking will be appeared against deep and simple rules and these rules also will create a specific mental model and would be a basis for daily decision- makings to the general direction of organization. Henry Mintzberg describes the strategic thinking as an integrated view of business [6]. This thinking way was illustrated in Figure 1.

Ken Ichi Ohmae declared in his famous book with the title of "the thought of a strategist", "if you can not recognize the basic issues, whatever you press on yourself and your personnel mentally and physically, finally it will result in confusion and failure" [6]. The effective strategists have strong strategic thinking and look at the current status based on the desired purposes.

Some of characteristics of strategic thinking are showing the positive and useful reactions against problems, being inspiring and motivating people and ability for communicating [7]. A simple view and comparing the role of this thinking way with the strategic planning in business environment (setting) can be seen in Figure 2.

The strategic thinking cause that organization resources focused just on valuable activities for customers. Although, it should be considered that the strategic thinking needs time, insight, patience and sacrifice but it has much profit in long term [8].

Strategic Thinking and Strategic Planning: In the literature of strategic management, there is no consensus on strategic thinking. Some authors applied the concept of strategic thinking improperly for other concepts such as strategic planning and strategic management, therefore, Mintzberg distinguishes between two concepts of strategic thinking and strategic planning clearly. He claimed that strategic planning is not strategic thinking; because it emphasizes on combination, using intuition and creativity for integrated picture and image of

organization [15]. In addition, Heracleous (1998) differentiate between strategic thinking and planning through comparing single- loop or double-loop learning. He believes that single- loop learning is similar to strategic planning and double- loop learning is similar to strategic thinking. Heracleous (1998) states that the ability of thinking strategically will add a new dimension to the process of developing the strategy. So the strategic thinking and planning are separate mental processes but interrelated and complementary which should protect and support each other for reaching to an effective strategic management. Heracleous believes that innovative and creative strategies originated from strategic thinking should be operated still through convergent and analyzed thinking [16]. Mintzberg (1994) in his research on distinction between strategic planning and strategic thinking concluded that the strategic plannings are based on "analyzing" the data and this thinking way (convergent thinking) has no sufficient strength on "creativity" (divergent thinking) as a major foundation of effective change strategies [15].

Strategic Thinking Models: The strategic thinking is a descriptive school, hence in this regard instead of descriptive methodologies and procedures, so many models have been recommended. The model of Peter Williamson *et al.*, 2002, the model of Gean Liedtka (1998) and the model of Gary Humel are the most well- known models. Williamson model emphasizes on strengthening the organization through improving capabilities and recognizing the market, Gary Humel recommends motivating new enthusiasm in the organization for creating new strategic viewpoints and Liedtka believes that it is vital to focus the organization energy on goals. Despite of these differences, all above mentioned models emphasized on learning as the basis for comprehending market trend and applying it in strategic direction of organization [5].

Mirzaiee (2011), wrote about strategic thinking and international development and asserted that in the present world, top managers of organizations should be equipped with a simple and important device called the strategic thinking so that they can be effective in organization and successful in the strategic planning [2].

In his research by the title of strategic thinking, integrating the development of human resources and development of business, he concluded that it is essential to have a strategic thinking with focus of human factor [9].

Williamson (2001) searched for strategic thinking and business environment and concluded that business environment of today with features such as nonlinear and complicated changes, jumping and discontinuous changes, frequent changes of paradigms and ... will largely weaken the accuracy of predicting the future environment [18]. Mrs Gean Liedtka (1998) has established his model based on Henry Mintzberg theories and recommended five major and prominent features of strategic thinking as major components of strategic thinking which separate the routine crises and processes of management [14]. Dimensions of this model are including systematic view, focus on goal, conscious opportunity-seeking, focus on time and proceeding with hypothesis which is compatible with the present status of Iran more than other models. This model states that the strategic thinking indicating a system or as a whole view which shows that how different departments of organization influence on each other in spite of their different environments (systematic view) and implies that the focus is on destination, in contrary to the traditional strategic planning which emphasizes on appropriateness among the present resources and emerging opportunities, it focuses deliberately on basic inappropriateness among them. This way of thinking requires a capacity which would be opportunity seeking consciously and can distinguish new emerging opportunities (conscious opportunity seeking). It also includes timely thinking. The strategic thinkers understand the relationship among past, present and future (focus on time). Finally, the strategic thinking is (Theory) Hypothesis -oriented. Developing a Hypothesis and testing it are central activities for strategic thinking. By asking this creative question: what if? And subsequently, asking: if...then...? The strategic thinking make a link between duality of analysis-intuition which Mintzberg refer to it in his definition of the strategic thinking as combination, planning and analyzing (proceeding with Hypothesis).

Strategic Thinking and Organizational Change: The organizational change is strengthening the operational processes and human resources in an organization for improving the performance of different organs in the organizational system [10].

According to French and Bell, the most important goals of organizational change are increase of compatibility among structure, processes, strategy, people and culture of organization, creating and developing new and creative solutions in the organization

and developing the reconstruction ability of organization. Alvin Tafler believes that the most problematic issue in changing the organization is changing the value system and people attitudes (skills and behaviors of one hundred personnel), because changing the people is related to culture, attitudes and behavior and.... and changing the culture of organization is very sensitive. The extent of change in people depends on how top managers and middle managers can accept the strategic organizational change [11]. The researches show that when senior management accept the change, so in order to implement this change, the interests of personnel like first- line and middle managers should be considered and convince them for the necessity of change. Most obstacles against change originated from the readiness for accepting the organizational change. Organization improvement is strengthening to the operational processes and human resources in the organization for enhancing the performance quality of different organs in organizational system. [10] There are many models regarding organizational change including models of John Gater and Peter Drucker, Balagan and Hili, Nadler and Tashman, Levin, Lippit and Eston and Westli, Igan, Bekhard and Haris, Pati Gero and Wipe and model of considering to behavior and attitude acceptance, Gari Dessler, Richard L. Deft, Blusko, Hey Z. nad Haide and in regard of finding troubles; Kalb and Frowman, these are available system change. But as there are not any universal and standard models for organizational change readiness, so

organizational change models are mostly regarded as appropriate models for evaluating organizational change readiness.

Anyway, considering to the comparative studies done about major cities of the world, the world outlook in 21st century especially in urban servitudes shows that the world will be full of competition, development of new markets, unsecured environmental factors, promoting high technologies and expanding the business. Taking advantage from opportunities and handling the forward challenges are prerequisites for success in this field. Undoubtedly, the success of an organization depends on to what extent it could think significantly and could strengthen constantly against its structure and functions, expand the opportunities, transform the weaknesses to strengths and transform the threat to opportunity [12]. Two essential capabilities are required for revision: releasing from the old mental models and beliefs and creating the capacity for the strategic thinking. Although, it is not so difficult to comprehend and accept this reality, but possessing these two capabilities is not simple and needs a considerable effort. This prerequisite is essential for change in every organization [4].

The Concept Model of Research

Research Method: The present research is descriptive, correlative, practical which will be done in field and measuring way.

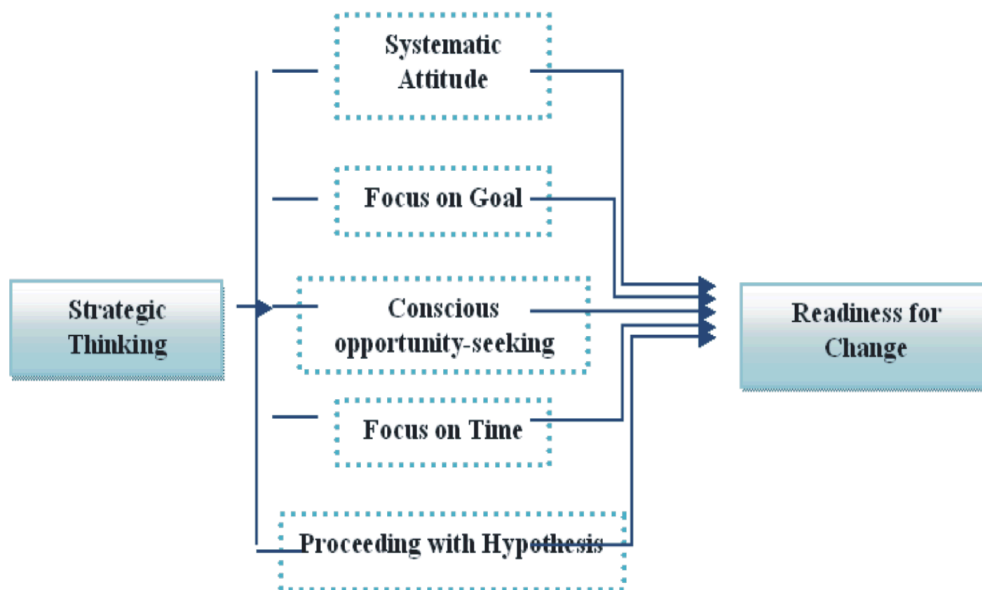


Fig. 6: The Concept Model of Research

Statistical Population: Considering to the desired objectives of this study as well as the related implementing method and following several investigations, the statistical population of this study is comprised of all managers, assistants and personnel in Mashhad Municipality in which there are total number of 85 people as managers and 320 people as personnel.

Statistical Sample and Determining its Volume (Number)

For this study, considering to the characteristics of statistical population, the selected sampling method is randomly and simple and without placing in which every manager or personnel is considered as a sampling unit. In order to determine the required sample volume, the table of Jersi Morgan was used for estimating the sample volume.

- C The sample volume of Managers: Based on Morgan formula, for communities with volume of 85 people, the sample of 68 people should be selected.
- C The sample volume of Personnel: Based on Morgan formula, among the selected statistical population of 175 people, the number of sample volume would be as per the below formula:

$$n = \frac{N.t^2.p(1-p)}{N.d^2 + t^2.p(1-p)} \text{ Morgan formula}$$

- N = Sample Volume
- N = Total number of statistical population
- t² = Amount of t student, while the significance level is lower than 0.05
- d² = Approximation in estimating the parameter of population which is equal to ²05/0
- P = Probability of feature presence
- (1-P) = Probability of feature absence

Hence, by calculating the values of present study and noting to this formula, the volume of sample will be as below:

$$n = \frac{320 \times 1.96^2 \times 0.5(1-0.5)}{320 \times 0.05^2 + 1.96^2 \times 0.5(1-0.5)} = 175 \text{ Morgan formula}$$

Considering to the research objectives, the best known way for collecting data is applying questionnaire. Following several investigations and interview with clear-sighted people, two standard questionnaires were specified for this study.

Questionnaire Related to Dimensions of Managers' Strategic Thinking: This questionnaire is comprised of 40 questions in five headings designed by Dr Mahmood Ghorbani and Mr Behrooz Kiani based on Liedtka model and each question is coded as per five- choice measure of Likert as described in below tables:

In addition, the related questions to each heading listed in below table:

Questionnaire Related to Personnel Change: This questionnaire is comprised of 17 questions. And each question is coded as per five- choice measure of Likert as described in below tables:

Reliability of Questionnaire: For checking the reliability of contents of questionnaires, they were submitted to the clear- sighted professors and their viewpoints were well noted.

Reliability: In order to calculate Kronbach Alfa Index, firstly variance of obtained values from subcategorized questions in questionnaire should be obtained through substest and total variance, then the Kronbach Alfa Index should be calculate by using the below formula:

$$ra = \frac{j}{j-1} \left(1 - \frac{\sum S^2_j}{S^2}\right)$$

- J = Number of subcategorized questions in questionnaire or test
- S²_j = Substest variance J-th
- S² = Total variance of test

Since Kronbach Alfa is usually considered as a quite appropriate index for measuring the reliability as a measuring instrument and internal coordination among components. So the reliability of the questionnaire used in this study was assessed by Kronbach Alfa.

As these Alfa indices are appropriate so the internal reliability is confirmed.

Testing the Hypothesis about Normality of Variables: Prior to determine the type of test especially in comparative tests, it is required to make sure about normality of variables. If the variables are normal, it is recommended to use parameter tests; otherwise, non-parameter tests will be considered equivalently. As the studied variables in this research are distance interval variables, so selecting the test of Kolmogorov- Smirnov is the best choice for determining the normality of variables. So the related hypotheses are as below:

Table 1: Coding the questions based on five- choice measure of Likert

Completely Agreed	Agreed	No idea	Disagreed	Completely Disagreed
5	4	3	2	1

Table 2: Heading of each question of the questionnaire related to strategic thinking of managers

Row	Headings of Questions	Number of the Related Questions
1	Systematic Attitude	Questions 1-10
2	Focus on Goal	Questions 11-18
3	Conscious Opportunity-seeking	Questions 19-27
4	Focus on Time	Questions 28-33
5	Proceeding with Hypothesis	Questions 34-40

Table 3: Coding the questions based on five- choice measure of Likert

Completely Ready	Relative Readiness	Average Readiness	Low Readiness	Not Ready
5	4	3	2	1

Table 4: Kronbach Alfa Indices for the research variables

Row	Headings of Questions	Alfa Index
1	Strategic Thinking of Mangers	0.8958
1-1	Systematic Attitude	0.8422
1-2	Focus on Goal	0.8107
1-3	Conscious Opportunity-seeking	0.8514
1-4	Focus on Time	0.7258
1-5	Proceeding with Hypothesis	0.8045
2	Personnel Readiness for Strategic Change	0.7236

Table 5: Results of Kolmogrov- Smirnov Test on research variables

Factors	Average	Standard' Deviation	Z Statistic of Kolmogrov- Smirnov	Significance Level	Result
Systematic Attitude	40.41	6.577	1.03	0.239	Normal
Focus on Goal	33.41	5.067	1.272	0.112	Normal
Conscious Opportunity-seeking	37.27	5.969	1.242	0.153	Normal
Focus on Time	24.94	3.827	1.203	0.21	Normal
Proceeding with Hypothesis	28.58	4.804	1.238	0.175	Normal
Personnel Readiness for Strategic Change	64	10.561	0.558	0.914	Normal

Null hypothesis: the studied variable has normal distribution

Opposite hypothesis: the studied variable has no normal distribution

If the significance level of this study become smaller than 0.05 so it can be said that the studied variable is not normal, otherwise, it is normal.

Data Analysis

Testing Research Hypotheses

Major Hypothesis: There is a significant relationship between dimensions of managers' strategic thinking and personnel readiness for strategic change in Mashhad Municipality ($p > 0.05$).

Now we befit the model through the analysis table of regression variance. Before analyzing the regression model, we deal with stating the determination index and the statistic of Darbin Watson. Since the modified determination index (the modified R^2) became equal to

0.328, so this value can be acceptable. In other side, the statistic of Darbin Watson became 2.065; this statistic is a number between zero and four which the middle of this range is two and other numbers around two showing full independence of the rest and the applicable regression as much as moving to zero and four showing dependence of the rest and indicates inappropriateness of the regression model. But as this value is around two in our analysis, so the final model is appropriate and the rest are independent.

As seen in the above table, there is regression model for the above defined variables, but for stating the quality of variables we should refer to the table of indices. In addition to the regression index value, standardized value and also statistic of t student and significance level are calculated in the table of indices. In all those cases which the significance level is smaller than 0.05, it indicates complete befitting of the model between dependent variable and independent variables.

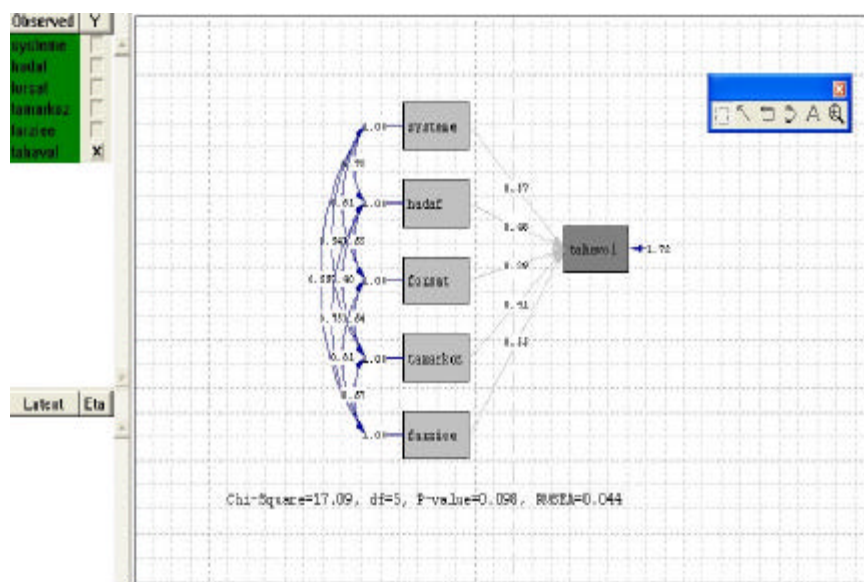


Chart 1: Diagram of analyzing trend of personnel readiness for strategic change and independence variable of managers ' strategic thinking dimensions

But in those cases which the significance level is more than 0.05, software will send variables out of the model respectively from the highest value of significance level and then repeat regression process with other variables till all significance levels become smaller than 0.05.

In view of above results, there is a significant relationship between dimensions of managers ' strategic thinking and personnel readiness for strategic change. Now we analyze the trend of the above variables. By using the software of Lizrel, the calculated chi-square in regression model is equal to 17.09 with freedom degree of 5 and significance level became equal to 0.098. In addition, the calculated chi-square in comparison with freedom degree is smaller than 3 and the value of RSEMA became smaller than 0.08, so it means that the concept model is confirmed. And the dimensions of managers ' strategic thinking are effective on readiness of personnel for change.

Secondary Hypothesis 1: There is a significant relationship between "systematic attitude" dimension, managers' strategic thinking and personnel readiness for strategic change in Mashhad Municipality ($p > 0.05$)

If we hypothesize that:

Y : Dependence variable of personnel readiness for strategic change

X : Independence variable of "systematic attitude" dimension, managers' strategic thinking

D : Real correlative coefficient of Pearson between two variables of "systematic attitude" dimension, managers' strategic thinking and personnel readiness for strategic change in the selected statistical population.

Since the studied variables are distance ones, so the below hypotheses should be examined via Pearson correlative test:

$$\begin{cases} H_0 : r = 0 \\ H_1 : r \neq 0 \end{cases}$$

Null hypothesis indicating that there is no relationship between two variables of X and Y and hypothesis 1 indicating that there is a significant relationship between these two variables. The following rule is described for testing the null hypothesis against hypothesis 1.

If the significance level of test is smaller than 0.05, so the null hypothesis will be rejected and hypothesis 1 will be accepted.

As seen in Table 8, correlative coefficient value between two variables of this study is equal to 0.971 and the related probability value to significance level is equal to 0.000 which is smaller than 0.05. So the statistical null hypothesis indicating there is no significant relationship between two studied variables, is rejected, it means that there is a significant relationship.

Table 6: Results of analyzing variance related to dependent variable of personnel readiness for strategic change and independent variable of managers' strategic thinking

Model	SS	df	MS	F	P	R	R ²
Regression	7059.141	5	1411.828	211.365	0.000	0.572	0.328
The Rest	414.135	62	6.68				
Total	7473.275	67					

Table 7: Results of regression indices related to dependent variable of personnel readiness for strategic change and independent variable of managers' strategic thinking

Variable Index	B	SE	Standard Beta	t	sig
Dimension of Managers ' Strategic Thinking	B ₀	0.501		5.196	0.000
	B ₁	1.562	0.973	19.748	0.000
	B ₂	-0.121	-0.058	2.045	0.03
	B ₃	0.059	0.034	2.164	0.023
	B ₄	0.039	0.014	1.923	0.048
	B ₅	0.041	0.019	1.986	0.039

Table 8: Result of Pearson correlative test for examining the relationship between two variables of "systematic attitude" dimension, managers' strategic thinking and personnel readiness for strategic change

	Personnel Readiness for Strategic Change	
	Significance Level	Pearson Correlative Coefficient
"Systematic Attitude" Dimension, Managers' Strategic Thinking	0.000	0.971

Table 9: Result of Pearson correlative test for examining the relationship between two variables of "focus on goal" dimension, managers' strategic thinking and personnel readiness for strategic change

	Personnel Readiness for Strategic Change	
	Significance Level	Pearson Correlative Coefficient
"focus on goal" dimension, Managers' Strategic Thinking	0.000	0.714

Table 10: Result of Pearson correlative test for examining the relationship between two variables of "Conscious Opportunity-seeking" dimension, managers' strategic thinking and personnel readiness for strategic change

	Personnel Readiness for Strategic Change	
	Significance Level	Pearson Correlative Coefficient
" Conscious Opportunity-seeking" dimension, Managers' Strategic Thinking	0.000	0.61

Table 11: Result of Pearson correlative test for examining the relationship between two variables of "Focus on Time" dimension, managers' strategic thinking and personnel readiness for strategic change

	Personnel Readiness for Strategic Change	
	Significance Level	Pearson Correlative Coefficient
"Focus on Time" dimension, Managers' Strategic Thinking	0.000	546/0

Table 12: Result of Pearson correlative test for examining the relationship between two variables of "Proceeding with Hypothesis" dimension, managers' strategic thinking and personnel readiness for strategic change

	Personnel Readiness for Strategic Change	
	Significance Level	Pearson Correlative Coefficient
"Proceeding with Hypothesis" dimension, Managers' Strategic Thinking	0.000	0.687

Secondary Hypothesis 2: There is a significant relationship between "focus on goal" dimension, managers' strategic thinking and personnel readiness for strategic change in Mashhad Municipality ($p>0.05$)

If we hypothesize that:

- Y : Dependence variable of personnel readiness for strategic change
- X : Independence variable of "focus on goal" dimension, managers' strategic thinking
- D : Real correlative coefficient of Pearson between two variables of "focus on goal" dimension, managers' strategic thinking and personnel readiness for strategic change in the selected statistical population.

As observed in Table 9, correlative coefficient value between two variables of this study is equal to 0.714 and the related probability value to significance level is equal to 0.000 which is smaller than 0.05. So the statistical null hypothesis indicating there is no significant relationship between two studied variables, is rejected, it means that there is a significant relationship.

Secondary Hypothesis 3: There is a significant relationship between "Conscious Opportunity-seeking" dimension, managers' strategic thinking and personnel readiness for strategic change in Mashhad Municipality ($p>0.05$)

If we hypothesize that:

- Y : Dependence variable of personnel readiness for strategic change
- X : Independence variable of "Conscious Opportunity-seeking" dimension, managers' strategic thinking
- D : Real correlative coefficient of Pearson between two variables of "Conscious Opportunity-seeking" dimension, managers' strategic thinking and personnel readiness for strategic change in the selected statistical population.

As seen in Table 10, correlative coefficient value between two variables of this study is equal to 0.61 and the related probability value to significance level is equal to 0.000 which is smaller than 0.05. So the statistical null hypothesis indicating there is no significant relationship between two studied variables, is rejected, it means that there is a significant relationship.

Secondary Hypothesis 4: There is a significant relationship between "Focus on Time" dimension, managers' strategic thinking and personnel readiness for strategic change in Mashhad Municipality ($p>0.05$)

If we hypothesize that:

- Y : Dependence variable of personnel readiness for strategic change
- X : Independence variable of "Focus on Time" dimension, managers' strategic thinking
- D : Real correlative coefficient of Pearson between two variables of "Focus on Time" dimension, managers' strategic thinking and personnel readiness for strategic change in the selected statistical population.

As shown in Table 11, correlative coefficient value between two variables of this study is equal to 0.546 and the related probability value to significance level is equal to 0.000 which is smaller than 0.05. So the statistical null hypothesis indicating that there is no significant relationship between two studied variables, it is rejected, it means that there is a significant relationship.

Secondary Hypothesis 5: There is a significant relationship between "Proceeding with Hypothesis" dimension, managers' strategic thinking and personnel readiness for strategic change in Mashhad Municipality ($p>0.05$)

If we hypothesize that:

- Y : Dependence variable of personnel readiness for strategic change
- X : Independence variable of "Proceeding with Hypothesis" dimension, managers' strategic thinking
- D : Real correlative coefficient of Pearson between two variables of "Proceeding with Hypothesis" dimension, managers' strategic thinking and personnel readiness for strategic change in the selected statistical population.

$$\begin{cases} H_0 : r = 0 \\ H_1 : r \neq 0 \end{cases}$$

As displayed in Table 12, correlative coefficient value between two variables of this study is equal to 0.687 and the related probability value to significance level is equal

to 0.000 which is smaller than 0.05. So the statistical null hypothesis indicating that there is no significant relationship between two studied variables, it is rejected and it means that there is a significant relationship.

Research Limitations:

- C Complexity in human behavior which causes the respondents do not have the adequate accuracy; in this regard the researcher could acquire the related skill;
- C Limitation due to instrument type of questionnaire which is based on opinion polls, for interpreting the obtained results, the researcher should be cautious for the sake of limitations resulted from questionnaires reliability;
- C Limitation due to responding method to test material and loyalty and fidelity of respondents in selecting choices;

Suggestions Based on Research Findings

- C The concept model of managers' strategic thinking dimensions on personnel readiness for change at significance level equal to 0.098 was confirmed in the light of the obtained results from the table surveying among the dimensions of managers' strategic thinking and personnel readiness for strategic change in Mashhad Municipality. This means that the selected sample believe that the dimensions of managers' strategic thinking are effective on personnel readiness for change. In other words, it has been demonstrated that those managers who have strategic thinking in five dimensions of Liedtka Model including systematic attitude, focus on goal, conscious opportunity-seeking, focus on time and proceeding with hypothesis, these managers have the required readiness for change in the Mashhad Municipality.
- C Note to the obtained result from "the secondary hypothesis 1" which proved that there is a relationship between "focus on goal" and "readiness for strategic change" in Mashhad Municipality. Considering to the strategic thinking which implies the "focus on destination" and it is contrary to the traditional strategic planning approach which emphasize on creating appropriateness and harmony among the present resources and emerging opportunities, but the strategic thinking focuses deliberately on basic inappropriateness and

inharmonious among them, so in view all above, it is recommended to Municipality managers consider the above issue and clarify the organizational goals and train managers continuously and act in a way that all plans be established according to "focus on goals".

- C Note to the obtained result from "the secondary hypothesis 2" which proved that there is a relationship between "conscious opportunity-seeking" and "readiness for strategic change" in Mashhad Municipality. And considering to the strategic thinking which requires a capacity which should seek opportunities consciously and distinguish new emerging opportunities, it is recommended to identify new opportunities in all organizational levels and utilize them extremely.
- C Note to the obtained result from "the secondary hypothesis 3" which proved that the strategic thinking includes timely thinking which the strategic thinkers understand the relationship among past, present and future, so they can provide the required readiness for change in the organization. The results of this hypothesis confirming this fact that organizational changes result in this necessity that modern organizational system should be created according to requirements of the time.
- C Note to the obtained result from "the secondary hypothesis 4" which proved that those managers who have systematic attitude can provide completely the required readiness for change in Mashhad Municipality. In other words, they have holistic view and know that how different parts of organization can effect each other in spite of their different environments. So, top managers of Municipality should consider just the whole of organization and refrain any biased and partial view.
- C Note to the obtained result from "the secondary hypothesis 5" which proved that the strategic thinking is hypothesis-oriented. Central activities of strategic thinking are creating hypothesis and testing it. In other words, this hypothesis confirmed that those managers who have the ability of analyzing intuitively, they can combine the issues, plan, analyze, create and test hypotheses simultaneously. Through applying the above, they can be trained so that they can provide the required readiness for change in the Mashhad Municipality.
- C In the light of the obtained result from "the secondary hypothesis 6", as in the statistical population of managers and personnel who are working in Mashhad Municipality, the most

important dimensions of strategic thinking effective on readiness for organizational change are respectively systematic attitude, focus on goal, proceeding with hypothesis, conscious opportunity-seeking and finally focus on time. The highest correlative indices are related firstly to "systematic attitude", then to "focus on goal". So it can be concluded that those managers who possess systematic attitude, their organization are more ready for change than those managers who focus on goal. So, it is necessary for Mashhad Municipality managers to have more systematic attitude towards issues.

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