

The Human Resource As A Link Between Strategic Intelligence And Outstanding Organizational Performance

المورد البشري حلقة الوصل بين الذكاء الاستراتيجي والأداء المتميز للمنظمات

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Received date: 25/05/2023 Revised date: 19/01/2024

Summary:

The goal of this study is to demonstrate how organizations' success or failure in adopting modern management patterns is determined by the extent to which their human resources possess managerial skills at all administrative levels, including strategic intelligence. Previous research has shown that managers and employees in organizations must deal with the forces around them and the variables in order to discover new opportunities to accomplish business by developing unique strategies and programs to achieve outstanding performance.

Keywords: Strategic Intelligence; Outstanding Performance; Managerial Skills; Leaders; Human Resources.

Jel Classification Codes: L10; J24.

ملخص:

هدف هذه الدراسة هو بيان كيف ان نجاح المنظمات او فشلها في تبني أنماط الإدارة الحديثة يتوقف على مدى امتلاك مواردها البشرية للمهارات الإدارية في جميع المستويات الإدارية المختلفة ومن ضمنها الذكاء الاستراتيجي حيث اشارت الدراسات السابقة الى انه يجب ان يتعامل المدراء والعاملون في المنظمات مع القوى المحيطة بها ومع المتغيرات لاكتشاف فرص جديدة في انجاز الاعمال عن طريق تطوير استراتيجيات وبرامج فريدة للوصول الى الأداء المتميز.

الكلمات المفتاحية: ذكاء إستراتيجي؛ أداء متميز؛ مهارات إدارية؛ قادة؛ موارد بشرية

تصنيفات: L10; J24

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I- Introduction :

The circumstances and changes that accompanied the diversity and complexity of the factors of the internal and external environments of today's organizations necessitated the existence of a human resource that includes smart leaders and thinkers with intellectual abilities and non-traditional skills that rely on the foundations of knowledge development and experience, as well as the formation of perceptions and visions about the future. It is not enough for the site occupant to be smart; he must also have unique capabilities in the use of mental abilities from a strategic perspective in order to achieve future opportunities for himself and the organization for which he works, which are difficult for others to achieve at the same level. Strategic intelligence evolved from this as a modern pattern that directs the organization toward achieving its goals, maintaining its position, reading its future, and enabling leaders to sense available opportunities and adapt to the changes that surround it. Organizations began to adapt their needs to this type of intelligence in their pursuit of twinning it with other important types of intelligence, such as emotional intelligence, competitive intelligence, business intelligence, and other types of other intelligences, as well as training their qualified human resources to understand, identify, and develop its dimensions in order to manage it effectively.

However, in light of recent developments, organizations are no longer required to achieve only performance, but to excel in it as a requirement for survival and continuity. The ability of an organization to achieve its goals by making the best use of all of its resources, whether tangible or intangible, determines its level of performance.

Distinguished performance is one of the topics addressed in the literature and recent management studies that have received a great deal of attention from scientists, researchers, and organizations, as it is closely related to individuals' success and superiority in pursuing the organization's future goals in light of the intense competitive environment. Especially at a time when the business environment is characterized by rapid changes and massive technological developments that will impact organizational performance. As a result, it should improve its performance to high levels of excellence and rise to the required level by seeking new and contemporary methods that are consistent with developments in the overall organizational environment. The first of these methods is the possession of a skilled human resource who possesses the elements of commitment, discipline, creativity and innovation, and decision-making participation, as these reasons lead to distinct individual performance that allows organizations as a whole to achieve their goals.

I.1. Study problem:

The problem of this study can be formulated in the following main question:

What is the potential for human resources to employ and apply strategic intelligence as an embodiment of exceptional performance in organizations?

The following sub-questions fall under this problem:

- ❖ What is meant by strategic intelligence?
- ❖ What is meant by outstanding performance?
- ❖ What is the theoretical relationship between strategic intelligence and outstanding performance?

I.2. Reasons for choosing the topic:

Strategic intelligence is a subject that combines management science, sociology, and psychology, as it expresses the qualities, characteristics, and way of thinking that make this human resource a source of strategic excellence for the organization. Where it cannot be imitated and obtained by organizations carrying out the same activity in the traditional way, and the researcher's goal is to invest this study and make the best use of it for the benefit of Algerian business organizations with natural and human resources. It was unable to promote the national economy and address the issues that hampered its operations.

I.3. Objectives of the study:

This research aims to develop a set of objectives, which are as follows:

- ❖ Discover more about strategic intelligence.
- ❖ Recognizing exceptional performance.
- ❖ Emphasizing the importance of studying human resource behavioral characteristics and their importance in ensuring the organization's superiority in an unstable environment.

I.4. Study Importance:

The study is significant because it seeks to provide a theoretical description of variables that have captured the attention of researchers in recent years due to the sensitive role they have played in influencing the competitive economic reality in the lives of institutions.

II– Literary Review:

II.1. Study of (Baljuz, 2017):

Entitled "The Impact of Strategic Intelligence on the Performance of Higher Education Institutions using a balanced performance card -Case Study of Burj Bou Arreridj University-"

The purpose of this study was to determine the impact of strategic intelligence on university performance and to make recommendations to increase interest in this aspect in order to improve the level of human forces working in this university in a way that contributes to providing distinguished services, and the questionnaire was used to solicit the views of the study sample.

The study found no statistically significant relationship between forensic, systems thinking, and future vision elements of strategic intelligence and university performance, but a statistically significant relationship between motivation and partnership elements of strategic intelligence and university performance at the university under study.

The study also found that the element of motivation, as well as the collaboration of strategic intelligence elements, has a statistically significant impact on the performance of the university under consideration.

II.2. The study of (Baysar , 2017):

Entitled "The role of investing in human capital in achieving the outstanding performance of economic institutions in the state of Msila."

The issue of human capital investment has recently received increased attention from organizations, and this study aims to highlight the role of human capital investment in achieving the outstanding performance of a sample of economic institutions in the state of Msila.

One of the study's most notable findings is that there is a strong, positive, and statistically significant relationship and association between investing in human capital and outstanding performance variables, which reveals the extensions and effects of human capital in all aspects of institutions' activities.

II.3. Study of (Imran, Mazouz, 2020):

Entitled "The contribution of human resources management practices in achieving the outstanding performance of workers in sports institutions."

The study's goal was to try to identify the role of human resource management practices in achieving outstanding performance of workers in sports institutions, and the researchers used a descriptive approach to ensure the study's suitability.

A number of outcomes have been achieved, including practices related to human resource training and development, as well as their reward and compensation, which all contribute to achieving outstanding performance of workers in sports institutions, as well as the importance of applying human resource management practices in sports institutions to achieve distinguished performance of their workers and achieve their goals and objectives.

Based on the findings of the study, the researchers recommend the following: paying close attention to the human element and its management to obtain distinguished performance, and the need to ensure workers' access to distinguished performance in order to achieve the desired goals, reviewing the various foreign studies and research that studied the subject of distinguished performance and ways to achieve it, and paying close attention to the application of practices in management.

II.4. Study of (Pakwihok Somantha, 2010)

Entitled "Achieving Superior Corporate Performance and the Characteristics of Managerial Dimensions"

The study aimed to understand why some organizations perform a better performance than competitors, and the study was conducted on the stock exchange in Thailand. The study concluded that the financial performance of the company and social performance was at a high level and that the company's administrative dimension can lead it to achieve the outstanding performance, and the higher the levels of the administrative dimension, the higher degrees of distinguished performance. Human resources and the quality of organizational characteristics are the most important administrative dimensions influencing outstanding performance. and that the most important indicators of the organization's outstanding performance are the quality of its human resources, organizational characteristics, strategic leadership, and regular management.

II.5. Study of (Baci & cd, 2017)

Entitled "The Relationship between Manager's Strategic Intelligence and Organization Development in Governmental Agencies in Iran"

The study aimed to validate the relationship of managers' strategic intelligence to organizational development in government agencies in Iran, where the case of cooperative work and

social welfare was studied in the city of Sari. In this study, the research methodology was descriptive and linked, and the data was collected via a questionnaire distributed to a random sample of (493) employees from the entire study community, which is from (920) employees. Where data and hypothesis tests were investigated statistically (multiple slope, contrast test, Durbin - Watson test). The findings revealed a link between the director's strategic intelligence and the organization's growth. All of these valuable studies, which express a rich cognitive accumulation, came to support all subsequent research on the subject of strategic intelligence and distinguished performance, whether directly by studying the relationship of some dimensions between them in one study or through the close relationship between many of the variables that serve Modern organizations alike.

III- Strategic intelligence :

Ibn Khaldun considered: "Man is a thinking being that does not stop thinking, and this is what distinguishes him from other animals (Aleilmiaat , 2009, p. 35)." The grace of reason with which God distinguished man from other creatures is the focus of contemplation (insight). God said: Do they not reflect (reckon) in regards to their own souls? Allah created the heavens and the earth and what is between them two but with the truth and for an appointed term. And truly most of the people are deniers of the reaching with their Lord (they indeed disbelieve in having their spirits reach Allah while they are alive) (Surah The Romans Verse-8). according to the dictionary (Al-Wasat, 1990, p. 617) "What is done by which thinking, inference, and the installation of perceptions" and "the mind of a thing is its comprehension and contemplation,". In a dictionary (Al-Munajjid , 1988, p. 520), the mind, according to the philosophers' opinion, is "thinking and contemplation."

Genius, brilliance, intuition, learning, adaptation, and inference are all levels of intelligence. It was it first education in the arms of philosophy, and philosophers have been interested in it from antiquity to the present day, and we can see it as the result of the cognitive manifestation of mental activity (Abdullah , 2009, p. 37).

Strategic intelligence is one of the strategic mind's components that interacts with others such as perception, thinking, and strategic learning. It is a type of intangible resource as well as a source of strategic power. Strategic intelligence is one of the tools for strategic success that is embodied in quality and strategic superiority, and it works to connect smart systems with the core capabilities of robots as one of the significant developments in information technology. In addition to an interest in organizing tacit knowledge according to certain rules that suit organizations in order to transform it into apparent knowledge that suits the capabilities of production and service business organizations, there is an interest in establishing electronic communication lines in order to respond to customer requests electronically. In the global, international, and local competition environment, these organizations also work with electronic information exchange mechanisms, electronic management, and strategic partnership management, and this is dependent on diagnosing areas of strategic intelligence investment with its dimensions that these organizations require (Al-Tai Muhammad & Al-Khafaji , 2009, p. 231).

According to the preceding, strategic intelligence is one of the types of intelligence and one of the basic requirements in modern management, as strategic intelligence contributes significantly to the development, analysis, and selection of new ideas. We provide a set of definitions for a group of writers, scholars, and researchers who specialize in various places and times below:

- ❖ Both (Tregor & Zimmerman, 1998, p. 156) said. Strategic intelligence is a logical process of collecting, organizing and analyzing information according to a sequential system that successfully leads to important results or decisive decisions.
- ❖ As for (Maccoby , 2001, p. 1) and (Maccoby, 2004, p. 3), strategic intelligence is defined as "the intelligence enjoyed by strategic leaders of organizations," and it consists of five basic

- elements: (foreseeing, future vision, Thinking in the logic of systems, motivation, partnership) enables the leader to understand and visualize the future of the organization.
- ❖ While (Quarmby, 2003, p. 3) defines strategic intelligence, it is that intelligence that managers have in order to formulate long-term strategic policies and plans for the organization.
 - ❖ Mc Dowell (2009: 7) defines it as "an important and powerful management tool used in making decisions on important and comprehensive issues."

Based on what was said, the researcher concluded that strategic intelligence is a value and feature that distinguishes qualified administrators and effective leaders, and it is a process, tool, or specific activity that collects strategic information to formulate plans, policies, and strategies, and prepare to face crises before they occur and place it within the reach of decision makers in the organization to exploit. It is an intelligence that organizational leaders should possess.

III.1. The importance of strategic intelligence

Organizations have begun to recognize without a doubt the importance of intelligence as a basic feature that must be characterized by the strategic minds leading organizations, and it plays a significant role in decoding the environmental complexity that organizations face by providing appropriate information at the right time. In addition to a wider range of sources, this information will be more accurate and objective. It will lead to correct decisions, allowing the organization to know what is going on in the environment in which it operates, so that the activity of these organizations becomes proactive rather than reactive. Strategic intelligence is one of the entrances that lead organizations to success and performance excellence (Al-Azzawi & Hashem , 2008, pp. 16-17). Strategic intelligence is the organization's sword and shield, as it plays an important role in all stages of the organization's strategies and operations (Wong & Chiu, 2008, p. 35). The importance of this type of intelligence in managing the risks that the organization faces, as well as describing the risks, threats, and opportunities in a way that helps managers determine the organization's programs and policies (Lehane , 2011). This intelligence equips the organization to deal with future challenges and provides opportunities for advancement and success (Liebowitz, 2006, p. 22). Strategic intelligence also prepares and assists leaders in leading the organization (Maccoby & Scudder , 2011, p. 32). This intelligence is important in all areas of management and the organization's decisions about future plans, and it provides support for operational goals by predicting future challenges (Lehane , 2011). Its significance is also highlighted by its clear role in understanding emerging threats, providing insight to allow strategy development, and providing early warning of the need for new capabilities, priorities, and powers (Quarmby, 2003, p. 3).

According to what has been presented thus far, the study believes that the importance of strategic intelligence lies in providing clear picture to organizational leaders about what is happening in the current environment and the extent of their impact on the organization's future. In addition to being an effective tool for reducing problems within organizations through constructive dialogue and discussions that lead to correct decisions, it also makes organizational managers more motivated to expand and grow. As well as assisting organizational leaders in early detection of opportunities and threats. In addition to being an effective tool for gaining a sustainable competitive advantage and achieving strategic success.

III.2. Strategic intelligence models

Organizations are aware of the importance of strategic intelligence, particularly in light of the business environment that is characterized by constant change, particularly since the development of information and communication technology, which has provided speed and speed of access to information regardless of distances. This has made it necessary for organizations to adopt strategic intelligence; however, the availability of a strategic intelligence system does not imply that the organization has achieved the goals for which this system was designed, especially given the high cost to the organization, unless it has the desired efficiency. Management scientists and researchers have presented various models for measuring the efficiency of the strategic intelligence system in

order to measure the efficiency of the strategic intelligence system. The most important of these models are as follows:

- ❖ **First:** (Tregor & Zimmerman, 1998) model, Tregor and Zimmerman proposed a model for measuring strategic intelligence as a process of gathering, organizing, analyzing, and applying information in making critical decisions, with a focus on the degree to which effectiveness is achieved at each stage of the process. In the same year, he presented another model that includes a set of questions directed to members of senior management in order to select the strategic intelligence coefficient, and the value of this coefficient is determined by its members answering the questions (Tregor & Zimmerman, 1998, pp. 46-48).
- ❖ **Second:** (Tregor & Zimmerman, 1998) model, they presented a second model to measure the effectiveness of strategic intelligence, based on the fact that it is a process for: (1- Collecting information, 2- Organizing it, 3- Analyzing it, 4- Adopting it in formulating critical decisions).
- ❖ **Third:** (Bryant, Chn, Herring, & Young, 1998, pp. 31-32) model for measuring the benefits of strategic intelligence and converting them into monetary value by adopting (3) criteria:
 - Saving time: How much time does the organization save by adopting strategic intelligence ?
 - Cost savings: How much does the organization save from the cost by adopting strategic intelligence?
 - Enhancing Returns: How much additional returns does the organization achieve by adopting this type of intelligence?
- ❖ **Fourth:** (Maccoby, 2004) (Maccoby M. , 2001) model, It is the model that we adopt in our study, which is based on several elements, namely: Foresight; Systems Thinking; future vision; Partnerships; Motivation. This model can be adopted in building a questionnaire to measure strategic intelligence in organizations of all kinds, public or private, profit and non-profit, service or productivity.
- ❖ **Fifth:** (Harden, 2005) model, His model included the (7) skills of strategic intelligence: (strength, knowledge, control, balance, wisdom, performance, integrity).
- ❖ **Sixth:** (Castillo & al, 2006) model, It addresses four elements:
 - Foresight: It is the complete understanding of future trends, the identification of alternatives, and the testing of the best ones, depending on the strength of these trends, to influence and direct them for the better.
 - Economic intelligence: In addition to being an external information management system, it is a set of methods and tools that support decision-making required to formulate strategies that lead to the development of the organization.
 - Knowledge management: refers to intelligence and structures that maximize intellectual and information resources by creating, collecting, sharing, and reassembling knowledge to create new value by improving efficiency and effectiveness and encouraging creativity and innovation.
 - Benchmarking: It is the systematic and ongoing process of comparing performance, organizations, jobs, strategies, and different business sectors to the best in order to achieve the best results (Al-Eidani & Ismail , 2017, pp. 5-6).
- ❖ **Seventh:** (Al-Azzawi & Hashem , 2008, pp. 37-38) model, which used the Maccoby model and added the elements of intuition and creativity as traits that must be available in leadership and strategic leaders.
- ❖ **Eighth:** (Georghiou, 2006) model, which is based on three elements: evaluation; foresight; and technology assessment.

III.3. Conditions for strategic intelligence effectiveness

(Salem & Abdel Karim , 2013) indicate that to ensure the effectiveness of strategic intelligence, a set of conditions must be met, which are:

- ❖ Strategic intelligence necessitates the presence of basic organizational structures and administrative levels. When an organization has a structured and programmed framework with self-defined functions, information is more valuable.
- ❖ Strategic intelligence necessitates good internal communication, which allows information to be transmitted to those who request it through various organizational levels without being monopolized by one person, because vigilance necessitates teamwork rather than individual work.
- ❖ The stages of the strategic intelligence process require advanced skills and must be completed without interruption, with seriousness and rigor.
- ❖ Strategic intelligence necessitates time management.
- ❖ A strong, cohesive team spirit is required for strategic intelligence (Abdullah Abbas , 2015, p. 17).

III.4. Attributes of strategically intelligent leaders

Strategic intelligence, like general intelligence, is an innate ability, and (Maccoby, 2004) identified the following characteristics of strategically intelligent leaders:

- They think strategically and are capable of devising plans and strategies.
- They are able to implement strategies in response to changes in the environment surrounding the organization.
- They form interactive alliances with other leaders and organizations.
- They have the ability to motivate employees as well as meet customer needs.
- They are capable of visualizing.

(Saleh Ahmed , Ibrahim , & Al-Azzawi , 2010, pp. 152-153) indicated that these leaders were also called:

- ❖ They are wise warriors who act decisively (they do what they say), have high strategic capabilities, clarity of thought, are wise and upright, and motivate others to perform well, in addition to managing organizational conflicts with high confidence and control, and employing the strategic mind in this field.
- ❖ They do not use traditional methods of employing their minds in response to environmental changes and the challenges that surround their organizations, with their eagerness to excel in the use of their organizations' intellectual and material resources, and their creative thinking.
- ❖ They have a high level of self-assurance and natural straightness, which enhances their long-term strategic focus skills and inspires creativity in those with whom they work.

According to the researcher, we can infer from the attributes by which God distinguished His best creation, Muhammad, peace and blessings be upon him, and from them it becomes clear to the leaders in the various positions they occupy what they must bear from the sympathy of the great Messenger in order to achieve success in the tasks that God has written for them:

- ❖ Compassion and sympathy for the parish, awareness of its demands and needs, and comprehension of its problems
- ❖ Reunion, emphasis on team spirit, and development of group feelings
- ❖ Involve followers in problem solving by asking for their opinions, listening to them, and taking advantage of them.
- ❖ Choosing and making decisions in light of the responsibilities delegated to him and the objectives that must be met.
- ❖ Softness and gentleness in dealing with others, as well as inspiring his followers with a bright future, are all positive traits.

III.5. Strategic intelligence activities and steps

Strategic intelligence goes through a set of activities and steps, the most important of which are:

- ❖ Sensing, anticipating, and anticipating the future
- ❖ Determine the indicators and characteristics of expected changes.
- ❖ Information and data collection on changes, challenges, opportunities, risks, and threats.
- ❖ Data organization and analysis
- ❖ Disseminating, utilizing, and facilitating access to information
- ❖ Develop and analyze strategic options and alternatives using information.
- ❖ Take advantage of everything mentioned above to make strategic decisions (Souad Harb, 2011: 42).

IV- Outstanding performance:

Many political, economic, social, and cultural changes and transformations in the structure of the labor market and its requirements have occurred over the last few decades, leaving modern-day organizations in need of distinguished leaders who are fit for the future, leaders who are creative, competitive, and participatory. Future-oriented and oriented toward quality and exceptional performance, capable of creating a future vision. This prompted organizations to seek to implement strategies such as human resource development, total quality management, reliance on technology, and looking behind it in order to achieve distinction and improvement in its performance with the goal of excellence and survival. Outstanding performance, according to (Spence, 1994), is one of the aspects of creativity, and it means the highest level of performance that individuals working in the organization can achieve, and (Youssef Bassam , 2005, pp. 125-126) indicated that outstanding performance is the performance that Exceeds the limits of the standards set by the organization. as well as being a performance that outperforms what others provide in quantity and quality, and includes a wide range of activities. As a result, in order to be distinguished, an individual must excel in all aspects of work and behavior, and this concept implies that outstanding performance is the result of the individual efforts of the workers in the organization. As a result of the presence of creative individuals in the organization, it becomes creative and distinct from other organizations, indicating that the organization prefers high performance (outstanding).) To improve its competitiveness, we will address the following definitions of outstanding performance proposed by scholars and researchers in books and previous studies:

- ❖ Mirabile defines it as “the set of knowledge, skills, and abilities possessed by outstanding performers” (Medhat , 2008, p. 112).
- ❖ According to (Youssef Bassam , 2005, p. 33), it is the process that allows individuals to create intellectual capital that is ready in the organization, after which inexhaustible knowledge and ready experience lead to exceptional performance of departments or business units.
- ❖ Both (McLellan & Bernstein , 2003, p. 70) agree that exceptional performance is nothing more than an organization's ability to use strategic information in a specific way to achieve creative results that have meaning for the organization.
- ❖ (Mcgregor, 1999, p. 279) defined it as "every action or activity of every individual that enhances and strengthens achievement within the organization, including many of the work forces that comprise its structure."

In light of the foregoing, outstanding performance can be defined as a human resource's ability to perform the work required of them with a high degree of proficiency, discipline, and quality without margin for error, with management characterized by excellence and leadership, and skills capable of achieving unprecedented results. That is, outstanding performance is defined as exceeding the organization's standards and being superior to what others provide in terms of quantity and quality.

IV.1. The importance of outstanding performance in organizations

The importance of outstanding performance is highlighted through the following (Rashid , 2009, pp. 113-114).

- ❖ Improving employee confidence and performance, increasing departmental cooperation, and encouraging teamwork.
- ❖ Increasing social responsibility and participation.
- ❖ Increasing employee satisfaction and morale.
- ❖ Employee training on the method of developing operations, as well as follow-up on tools for measuring their performance
- ❖ Learn to make decisions based on facts rather than emotions.
- ❖ Make an environment that encourages and sustains continuous improvement.

IV.2. Outstanding performance goals in organizations

There are a number of goals for outstanding performance, which are as follows (Darwish & Dahmani , 2006, p. 734):

- ❖ Organizational development that is sustainable.
- ❖ Establish a customer-centric culture.
- ❖ Concentrate on community involvement while accepting responsibility.
- ❖ Adhering to the customer while meeting all of his needs.
- ❖ Maintain a continuous improvement mindset.
- ❖ Obtaining the highest level of productivity.
- ❖ Making sure that the outputs of the manufacturing processes are of high quality.

IV.3. The main requirements for outstanding performance

To achieve excellence in performance, the organization must secure the requirements that represent the basic structure of the organization's work system, the most prominent of which are as follows (Al-Esawy Tariq , 2013, p. 19) (Al-Obaidi Karwan , 2014, p. 63):

a. Strategic Planning:

Strategic planning is a continuous dynamic process involving decisions that have long-term and difficult-to-imagine consequences (Al-Ruwaishdi Husam , 2009, p. 87). Strategic planning is defined as the organization's ideal foresight into the future (Hax , 2010), and it includes the ability to predict and match between the organization's own capabilities and the available opportunities or threats arising from the external environment. As a result, the conclusion is that strategic plans are a collection of concepts related to the organizational position that aim to achieve positive outcomes that make the organization's management effective and distinguished (Al-Qahtani Faisal , 2014, p. 8).

b. Focusing on the customer:

The driving step in the path to achieving outstanding performance is to diagnose the organization's customers and identify their needs. Excellence has become the minimum accepted by customers and which maintains the organization's survival and continuity (Al-Hilalat Saleh, 2014, p. 28). Particularly after the customer has become a competitive advantage and a core capability for the organization seeking survival and growth through it. In the sense that the customer is the one who allows the organization to win, it must pay attention to managing customer relations because it is the most important element in any organization, and because he is the one who will receive and establish the commodity or service (Al-Obaidi Karwan , 2014, p. 63). In order for the organization to be competitive and distinct, it must also understand how to lead and satisfy its employees, as employee satisfaction with their organization has a positive impact on customer satisfaction (Hoque , 2003).

c. Knowledge management:

Knowledge management is regarded as an intangible asset to the organization, encompassing extensive experience, a distinct management style, and accumulated culture (Saleh Ahmed , Ibrahim , & Al-Azzawi , 2010, p. 15). Harrington regarded knowledge management as one of the fundamental requirements for achieving performance excellence. It is a method that enables employees in an organization to develop a set of practices for gathering and sharing information, resulting in new behaviors that improve the organization's level of performance (Harrington , 2005, p. 5). Knowledge refers to systematic experiences and testing of hypotheses that refer to objective and explanatory models for understanding the environment (Alnusur Asma , 2010, p. 36).

d. Organizational culture

The knowledge and ways of thinking prevalent among its members are reflected in organizational culture, which is a combination of interrelated elements that interact to form the organization's culture (Hakim , Zwain , & Al-Khafaji , 2009).

Al-Esawy defines it as a set of common values that the employees of an organization adhere to, to distinguish it from organizations within the same society, as the distinct organizational culture is one in which creativity and adaptation to the environment and keeping pace with the times are among the beliefs of its employees and leaders, and that these premises are translated into policies and practices (Al-Esawy Tariq , 2013, p. 15). The organizational culture is recognized today for the role it plays in achieving outstanding performance if it has (Linda , 2005, p. 19):

- ❖ Members of the organization have unrestricted freedom of initiative, creativity, and responsibility. It works to create an organizational climate that encourages employees to come up with innovative and creative ideas (Jiraar Dhiab, 2013, p. 27).
- ❖ The incentive system, which must be based on objective and scientific criteria, the values recognized in the organization, must encourage creativity and innovation and evaluate workers' contributions with tangible rewards, making it an appealing force for the best elements and minds available in the labor market (Hajj & Abdul Ghani, 2008, p. 602).

e. Operations Management:

Because the organization has a clear vision, mission, and strategic goals, it is simple to translate them from the strategic to the executive levels using the operations map (Khalidi Saleh, 2012, p. 59). All activities associated with the process of converting resources into goods and services are referred to as operations. Operations management is defined by (Heizer & Render, 1996) as the department in charge of creating goods and providing services by converting inputs into outputs. (Al-Azzawi Fares , 2010, p. 84) believes that operations management is an important requirement for achieving excellence because it determines an organization's ability to manage its human, informational, material, and technical resources efficiently and effectively. Improving outputs necessitates the organization's focus on improving systems and overall operations, as this is the foundation for achieving excellence in performance (Al-Fatlawi Enas, 2012, p. 291). To support excellence, operations management must be efficient and effective, with the ability to change these operations in response to changing future requirements based on the organization's strategies (Al-Jubouri , 2013, p. 179).

IV.4. Characteristics of Excellence Leaders

(Ali Al-Salami, 2002) believes that any leader's leadership style is an expression of his expertise and experience, the level of his knowledge and skills, his goals, orientations, and motives, and the extent to which he is aware of his organizational responsibilities and obligations. That is, leadership is an expression and reflection of the leader's personality, psychological, social, and cultural makeup, and level of interaction with the organizational situation in which he is situated. As a result, the search for the specifications and characteristics of exceptional leaders should center on two fundamental dimensions in the formation of leaders:

- ❖ The first dimension consists of the leader's individual specifications, such as his history, abilities, skills, the structure of his motives, trends, perceptions, and experiences, all of which are important and influential factors in directing his leadership behavior.
- ❖ The second dimension describes the organizational reality in which the leader works, the nature of the prevailing organizational culture, the method of forming organizational structures and work systems, as well as the organization's strategic directions, goals, and visions.

The researcher sees the importance of the capabilities around which the personality system revolves, which organizational leaders should have in employing skills to deal with all issues that affect the organization's present and future. This has increased the realization that the management of organizations, with their strategic capabilities (a distinct human resource), is the core strength of superiority for achieving outstanding performance, particularly with the arrival of the third millennium and the rule of the information economy or knowledge-based economy. Whoever has knowledge but lacks the ability to manage and translate it effectively in optimizing performance will be unable to face the challenges and risks of competition and achieve outstanding performance.

IV.5. Theoretical link between strategic intelligence and exceptional performance

Following extensive research and investigation, the researcher discovered that many researchers and authors have made direct and indirect references to the relationship between strategic intelligence and exceptional performance. (Linda , 2005), for example, believes that the organization is "first and foremost a collective human activity that must encourage its members to achieve outstanding performance" by providing department heads and managers with data, information, and strategic ideas for the benefit of the organization's development in a clear indication of strategic intelligence. (Ali , Kandelji , & Omari , 2009) believes that the organization's outstanding performance is dependent on its tangible and intangible assets, and given the importance of intangible assets in improving and distinguishing business, the need to adopt strategic intelligence as one of the organization's intangible resources appears urgent.

The researcher concluded from the foregoing that organizations seeking to achieve outstanding performance must be fully aware of the process of achieving excellence in all of its fields. Organizations require tools to identify obstacles and modern methods to gather strategic information in order to make important human resource decisions. (For example, who should be promoted or who demonstrates altruism, initiative, and performance excellence?) As a result, managers and employees should be continuously developed in order to distinguish the organization from competitors. It must also provide the decision maker's skills, whether an individual or a group, as well as knowledge of the role he plays and its significance in achieving creativity and excellence in organizations. In the sense that it is not enough for the site occupant to be intelligent, but he must have unique capabilities in the field of using mental abilities from a strategic perspective, which achieves for him and the organization in which he works future opportunities that are difficult for others to achieve at the same level, and here appears the role of strategic intelligence, which is considered A key to improving outstanding performance. Because exceptional performance is dependent on the availability of high-level skills and capabilities for leaders who can innovate and be creative in order to achieve excellence and distinction within high-performance organizations. The reality of the relationship between strategic intelligence and outstanding performance is evident here, as strategic intelligence is linked to a distinct set of mental abilities that a manager or leader and strategic thinker requires, allowing him to think holistically about the future of the organization and face cases of uncertainty and information scarcity or limitation, which necessitates a broad understanding of the environment's requirements. surrounding and searching for the best ways and capabilities that work to achieve the organization's prestigious and distinguished position by outperforming others (competing organizations). As is the case with outstanding performance, which expresses the extent to which managers perform their tasks in accordance with specific standards by implementing a quality culture and carrying out the process of improving and

evaluating performance until the best or outstanding performance that achieves strategic success is achieved.

V- Conclusion:

Strategic intelligence is a system for managing information, whether in the external environment via economic intelligence or internally via knowledge management. As a result, strategic intelligence allows the organization to see its environment clearly, and it is regarded as an effective tool for managing the organization's future. Strategic intelligence, in particular, plays an important role in the process of change by consolidating leadership values among managers, and it is regarded as a powerful competitive weapon by assisting it to take studied decisions proactively. Strategic intelligence, on the other hand, expresses the set of traits and behavioral traits possessed by organizational leaders, and thus it promotes and leads organizations to growth. Organizations that achieve consistent growth are effective. Strategic intelligence is a modern approach to strategic success. Success in this context refers to the organization's dominance over its surroundings. As a result, we say that strategic intelligence is related to the extent to which the leader and the organization can achieve strategic success. Organizations constantly seek to adopt new management ideas in order to differentiate themselves from competitors and increase their ability to survive, because it is difficult for them to remain in the market if they retain their management ideas for an extended period of time. Achieving excellence is not a simple task that can be accomplished through wishful thinking, but through continuous work and effort at all levels of the organization, because achieving exceptional performance is only possible by recruiting all human resources in the modern organization at all levels. If excellence and superiority are requirements of the times, the most important thing is to maintain this position. Outstanding institutions are eager to put their vision and strategic message into action in order to achieve excellence, success, and survival.

The human element is the ruler in this process, and distinguished performance is considered a modern administrative thought. Discrimination is the result of human thought, and in the end, humans are the ones who make things possible, as the famous saying goes, "If you can control something, you can achieve it."

V .1. Study Results

- ❖ The characteristics of distinguished leaders reflect a harmonious structure of positive personal qualities that can interact and develop in the face of a variety of organizational situations.
- ❖ It can be concluded that one of the important strategies is the development of administrative skills for human resources, given its relationship to the level of individual performance of the job he occupies and production efficiency. Individual performance decline is a clear indication of direct intervention by the Human Resources Department to take all measures to counteract this decline.
- ❖ The researcher believes that the outstanding performance reflects the ability of human resources to work within a strategic intelligence system.

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