

Al-Abadi, H., & Karim, A. (2022). Strategic Development As An Effective Tool In Building Strategic Security Competencies. *Akkad Journal of Contemporary Management Studies*, 2(1), 27-43.

## Strategic Development As An Effective Tool In Building Strategic Security Competencies

**Hashim Fawzi Al-Abadi**

*University of Kufa,*

*Najaf, Iraq*

*E-mail:*

*hashimf.dabbass@uokufa.edu.iq*

**Ammar Hassan Karim**

*University of Kufa,*

*Najaf, Iraq*

*E-mail:*

*adam15.iraq@gmail.com*

*Received: December 2021*

*1st Revision: January 2022*

*Accepted: March 2022*

**ABSTRACT.** Strategic Security Competence is a superior ability that relies on exploring, exploiting, and coordinating strategic resources, organizational expertise, and effective organizational practices to encourage the development of the military's work in a unique and unparalleled manner. In light of the results of the study, the study recommended the need to strengthen the Baghdad Operations Command from the development of planning as the central pillar of strategic development through systematic strategic decision-making, as well as the adoption of the following mechanisms: setting goals and objectives and drawing programs and tactics to establish security in Iraq. Also, to choose the appropriate alternatives in a way that enhances its strengths and pushes it to avoid its various challenges.

**JEL Classification:** D02,  
O17, P31

**Keywords:** Strategic Development, Strategic Security, Security Competencies

### Introduction

This scarcity in the study of contemporary variables, including variables (strategic development, strategic security capabilities), as it represents the problem of the current research because it means depriving military institutions of the ability to benefit from their data and their role in achieving superiority and differentiation, and facing al Qaeda. The military institution in Iraq suffers from a lack of research and studies related to contemporary administrative variables. Developing a business requires a lot of time (Al-Tai & al-Abadi, 2007). Consequently, the creation of a strategic plan throughout the process of creating the action plan is vital. Within the military, this may also be accomplished in phases over time. To increase the likelihood of a strategy's effective execution, the military must include adaptability in formulating its plans. As a result of the possibility that these strategies may evolve during the assessment, the military is required to conduct performance reviews every three months or once a month, depending on the organization's strategic purpose (Alabadi & Almomen, 2022). A comparison that can be made between strategic development and goal-setting to ensure an organization's success is as follows: The subject of strategic development is one of the essential concepts investigated in this study. Business organizations are interested in this concept and

seek to implement it by any legal means possible. One example of this would be elevating the status and reputation of the military institution compared to other institutions (Alabadi, Abd Alsachit, & Almajtwme, 2018).

Additionally, strategic security capabilities were brought to light, and it was made abundantly clear that to construct these capabilities, one must first connect, coordinate, and use one's resources to obtain long-term competitive advantages (Hashem Fawzi Al-Abadi & al-Mousawib, 2021). Ability is a superior ability that relies on exploring, exploiting, and coordinating strategic resources, organizational expertise, and effective organizational practices to encourage the development of the military's work in a unique and unmatched manner. Ability is a superior ability. In light of the findings of the study, the authors of the study recommended that the Baghdad Operations Command be strengthened, beginning with the development of planning as the central pillar of strategic development through systematic strategic decision-making, as well as the adoption of the following mechanisms: setting goals and objectives, as well as drawing programs and tactics, to establish security in Iraq And choose the most suitable options that play to its strengths while also encouraging it to steer clear of the myriad of difficulties it faces.

## 1. Concept Of Strategic Development

Strategic development has been broadly defined to include all activities and processes related to the intentional or emerging development of businesses and organizations (Abadi WaKhran, 2012:231). Pikka (2007:36) defined strategic development as "management processes that inform, shape, and support strategic decisions facing an organization." As Betts (2017:5) defines, strategic development (is the gradual change over time that increases individuals' awareness of their abilities, rights, and responsibilities, and they use this knowledge to organize themselves to gain real political power). Gary et al. (2018:2) Strategic development is (proactively developing production performance through the company's applicable policies required to be a strong competitor in the market). One of the main tasks of strategic development is to reduce the gap between what is experienced in terms of the direction achieved by the organization and what is desirable (Dyson and James, 2007:3). So, Kumar et al. (2018:188) define strategic development as (competencies developed by the company around the operations function and these competencies aim to achieve competitive advantage and achieve long-term goals in quality, flexibility, delivery, reliability, and innovation). Ascher & William, (2014:54) explained that strategic development is "the involvement of stakeholders at the local and functional levels, and stakeholders must have the capacity and authority to implement plans.

## 2. Importance of Strategic Development

There is a real consensus that companies should still be able to **evolve and adapt their business models to remain competitive continuously**. However, relatively little is known about how managers can achieve this transformation (Wirtz et al., 2010:271). Dobson (2016:8) has explained the importance of strategic development:

- 1- Participate in decision-making at the local level and select leaders and representatives at senior levels of organizations accountable to individuals.
- 2) Planning and democratic power-sharing.
- 3- Create and allocate community resources equitably and efficiently among individual groups.
- 4- Developing an effective strategy depends on organizational roles, departments, and ambitions. Companies should carefully consider how they want their business to operate.

5- A business developer can be helpful during the strategic development phase. Business developers are often familiar with the industry, understanding what works and doesn't (Al Abadi, 2007). This invaluable information will give the organization a realistic view of the possibilities and risks required. In addition, be aware of their competitive advantages and the goals they wish to achieve and break into the market more than the competition (Abadi et al., 2019:55).

### **3. Dimensions of strategic development**

There are a set of dimensions that explain the process of strategic development. The researcher will briefly review them (<https://accountlearning.com>) as follows:

#### ***3.1. The Natural Development***

The Natural Development vision states that organizations cannot influence the environment and that they respond to change in the background. The strategies developed under these conditions are similar to the natural selection. Changes in the organizational structure, process, and regulations will occur in response to environmental changes. Therefore, the choice of strategic manager in such organizations is limited.

#### ***3.2. Planning development***

Strategic decision-making is a systematic planning process. This planning process includes (a) setting goals, objectives, actions, programs, and tactics, (b) analyzing internal environmental factors to identify the strengths and weaknesses of the organization, (c) analyzing the external environment to know the organizational structure, opportunities, and threats, (d) formulating all possible strategic alternatives and (e) Evaluate these alternatives (f) choose the alternative that best suits the organization's strengths and weaknesses, opportunities, and environmental threats, and plan and implement the best solutions.

#### ***3.3. After logical development***

Lindbloom sees strategic selection against current and future goals as difficult. It is suggested that choosing the best strategy among the alternatives will be possible by comparing them. He saw this strategy constructively through "successive limited comparisons." Quinn described the same situation as "logical incremental." Quinn meant that managers were trying to formulate effective strategies in an evolutionary process. It also suggests that the various resolutions should not be considered entirely separate. Because the different parts or subsystems of an organization interact, each manager must know the activities of other managers. It helps them learn from each other and evaluate strategies from multiple directions.

#### ***3.4. Cultural development***

Although the environment affects all organizations similarly, it responds to the environment differently. This is because the cultures of organizations differ significantly from each other. Organizational culture concerns the basic assumptions and beliefs shared by the organization's members. Therefore, corporate culture plays a vital role in strategy development.

#### ***3.5. Political development***

Organizations are not only economic and social entities but also political entities. These powerful internal and external interest groups influence resource allocation, strategic decisions, and so on. Strategies also emerge through negotiation, negotiation, and exchange of political interests.

#### **4. Concept of Strategic Competence**

Schaupp & Virkkunen, 2017:100 state that strategic capability is an attractive but challenging idea, and Prahalad and Hamel's (1990) essay "The Core Capability of the Organization" is captured. On the widespread public attention, Prahalad and Hamel's (1990) essay provided an attractive strategy tool for implementing the company's resource-based view (RBV) in strategy making. Prahalad and Hamel's (1990) defined intrinsic capabilities as "collective learning in an organization, especially how to coordinate diverse production skills and integrate technology flows." The concept remains one of the most commonly used strategy-making management tools. "CEOs at large corporations were aware that many traditional portfolio approaches were inadequate and that they provided a compelling basis for corporate strategy decisions, resource allocation, and competition." Despite many subsequent calculations devoted to the core capabilities of successful companies, studies have shown that attempts to apply the concept in strategy development tend to produce lists of capabilities with no clear idea of what is "special" or "essential" about them. The strategic capability of a business can be analyzed in terms of two categories (Hashim F Al-Abadi, 2019). The first category is an individual ability, such as skills, knowledge, experience, and aspirations of strategic managers, principals, scientific and technical management, and other internal stakeholders. The second category is organizational capability such as formal management systems, structure, scientific and technical competence, corporate culture, and the logistical capability of the organization in relation to various functions such as marketing, finance, and technologies (Jokull, 2010:16). Strategic capabilities are defined by Cardy & Selvarajan (2006) as "a combination of resources and capabilities, and an organization's set of resources and capabilities can be classified as intrinsic capabilities when they are valuable, scarce, difficult to replicate, and difficult to replace." Shunzhong (2011:4) defined it as "a set of abilities, skills, and techniques that a company performs better than its competitors, which is difficult to imitate, provides an advantage in the market and is a useful tool to help us understand how resources or capabilities relate to a company's performance." Reger & Huff (2011:14) defined it as "the motivation to develop adaptive capacity and psychological resources that enable individuals to deal with challenges in their career development which in turn will help individuals achieve it."

#### **5. Importance of Strategic Competence**

Strategic development can help small business owners gain an edge in a competitive environment by focusing on the areas in which they excel (Luanne, 2015:53)

##### ***5.1. Competitive Advantage***

The company's strategic capabilities provide an advantage in the market. As an organization continues to create new capabilities and develop existing capabilities, it will

maintain an edge over its competitors. Abilities that provide a competitive advantage include knowledge, product licenses, and innovative designs.

### ***5.2. Flexibility and responsiveness***

An organization's responsiveness is its ability to change in response to customer demand. Knowledgeable and skilled employees are organizational capabilities that allow the company to respond to customer requests and remain flexible to changes in the business environment.

### ***5.3. Knowledgeable Workforce***

The skills and knowledge of a company's workforce allow the organization to direct these skills to achieve business goals. Effective training, educational assistance, and employment and employment programs are organizational capabilities that ensure a knowledgeable workforce. To maintain capacity, companies must ensure that their workforce has the resources available for continuous improvement. Talent workforce management is the organizational ability that provides a competitive advantage in the market.

## **6. dimensions of strategic capabilities**

Alhawari & Al-Jarrah, 2011:171 indicate that there are four dimensions of strategic capability, and these dimensions are illustrated below (Croteau & Raymond, 2004:179-180; Musau,2018:13)

### ***6.1. Shared vision capabilities***

An organization must first have the ability to develop a shared vision among all members of the organization. The shared vision is essential since it brings consistency in critical beliefs and assumptions and the internal stability of the company. A company's vision describes the main goal or objective of an organization. It is a statement of purpose, a "picture" of the company's future, sets priorities for business planning, and, therefore, is at the "heart" of strategy. A shared vision means joint communication between individuals who face challenges daily and continuously, which creates a sense of long-term commitment as commitment and determination to accomplish work is necessary to promote collective progress in achieving the shared vision and goals.

### ***6.2. Cooperation***

Cooperation must be taken care of, as cooperation and competition are a strategic pair associated with it, meaning that they constitute a strategic choice at every turn. Despite the competitors cooperating, this does not mean there is absolute trust between them, but rather that they may not trust each other and continue cooperation. Collaboration is also a critical factor that plays a role in developing capabilities. Cooperation, cooperation is a common behavior towards a specific goal of common importance that involves personal relationships. They are also described as working with others productively and effectively resolving conflict. An organization is competent when it enables employees to work smoothly and effectively within teams.

### ***6.3. Empowerment***

Empowerment represents the authority and power to take independent actions within clearly defined boundaries that effectively impact the results. Empowerment is a multidimensional collective process that helps individuals control the course of their lives. It is also the process of assigning responsibilities, authority, and decision-making to employees and taking responsibility for the results. Empowerment means that organizations can encourage teams and individuals to act, decide, and self-manage. It also indicates To the independent work method concerning decision-making and implementation in the work environment. Empowerment " strengthens personal control by promoting participation and inclusion in the decision-making process."

#### **6.4. Innovation**

In the new competitive reality brought about by globalization, creativity is constantly needed. The company's ability to innovate and develop new products and processes is a prerequisite for achieving and maintaining success in global markets. Therefore, companies promote creativity and creative thinking both formally and informally through their organizational systems, structure, communication, and rewards (Al-Abadi & al-Mousawib, 2021). Creativity represents doing business in a new way, that is, generating and implementing new ideas, leading to the production of goods and services, and in a way that leads to better results than before, and creativity is the process that adds value or solves problems in new ways.

#### **The methodology of research**

The motivation behind this study was the assumption that strategic development would be able to build strategic security capabilities within the Baghdad Operations Command study community. However, the experimental results were realistic.

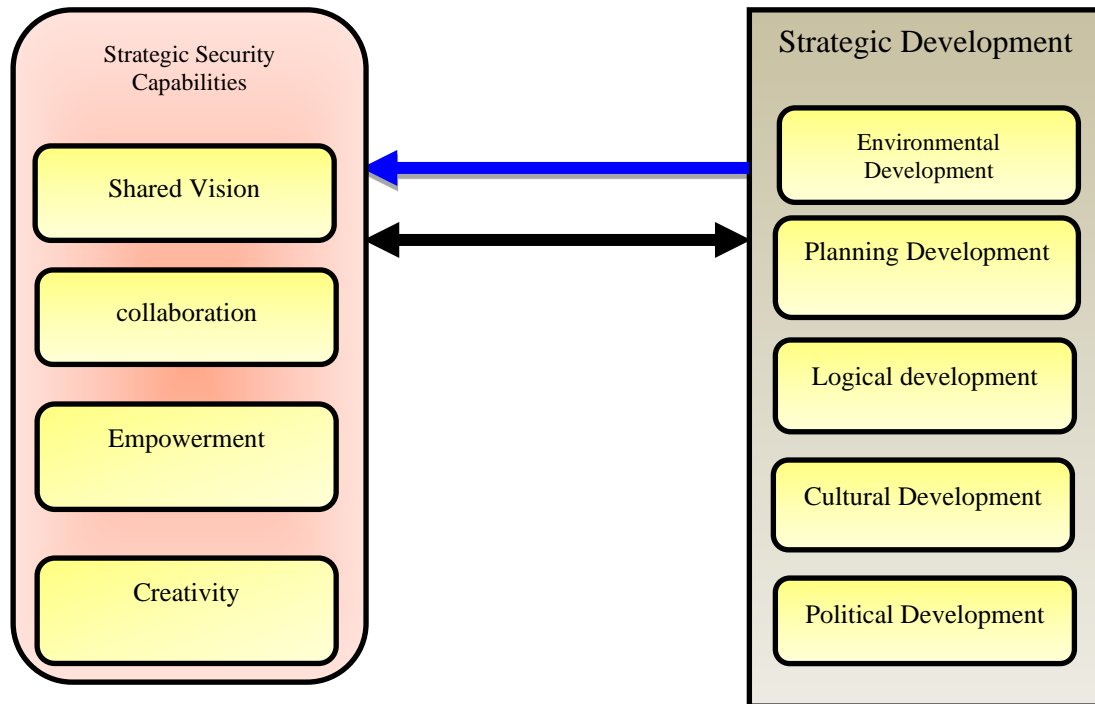
In light of this, the research problem was identified by raising the following questions:

- 1- What is the perception of the research sample in the community looking for strategic development and security capabilities?
- 2- Does the Baghdad Operations Command have a clear idea of how to build strategic security capabilities through strategic development?
- 3- Expanding the study of adopting strategic development and not missing opportunities for the Baghdad Operations Command to benefit from them in facing the challenges surrounding them, which qualifies them to reach their social goals.

Along with the recent return of security topics, there has been a growing interest in research in strategic development and its role in building strategic security capabilities. In this paper, a review of the literature on strategic development culminating in its use by security institutions will be reviewed.

This research aims to build the strategic capabilities of the Baghdad Operations Command of the sample studied, in addition to diagnosing and analyzing the relationship and impact between strategic development and strategic security capabilities. Highlighting the mechanism of strategic development for building strategic security capabilities and enhancing security behavior by relying on these strategic capabilities, they need to be studied in security institutions.

Figure (1) shows the proposed hypothesis research scheme, which represents the general framework of the research variables and hypotheses, which consisted of two main hypotheses stemming from sub-hypotheses between the sub-variables of the independent variable and the dependent variable based on correlation and effect hypotheses.



**Figure 1. The research theoretical Model**

## 5. The Hypotheses Development

The research hypotheses were embodied according to the folds of the research problem, the objectives set for it, and the hypothetical model to represent the logical relationships between the independent variables and the dependent variables in the research model as follows:

### 5.1. The first main hypothesis

(H1): The existence of a significant impact of strategic development on the strategic security capabilities in command of Baghdad operations under discussion, and the following hypotheses branch:

- 1- Sub-hypothesis I (H11): A significant impact of strategic development was found in the joint vision dimension in the Baghdad Operations Command under consideration.
- 2- Second sub-hypothesis (H12): There is a significant impact of strategic development in the dimension of cooperation in the Baghdad Operations Command under consideration.
- 3- Sub-hypothesis III (H13): There is a significant impact of strategic development in the empowerment dimension in the Baghdad Operations Command under consideration.
- 4- Sub-hypothesis III (H14): There is a significant impact of strategic development in the dimension of innovation in the Baghdad Operations Command under consideration.

The Baghdad Operations Command in the capital Baghdad was selected as a community for the current research. Officers represented the sample at all senior, middle and lower levels in the leadership under research, and the researcher distributed the questionnaire forms, which amounted to (108) forms. The third topic - is the presentation, analysis, and

discussion of descriptive analysis. The current issue is directed to diagnose, analyze, availability and agreement with the sample on the two variables of the research (strategic development, strategic security capabilities) in the Baghdad Operations Command through answers (108) viewing the paragraphs of the questionnaire (46) paragraph represented the dimensions of the two variables after deleting three paragraphs of them, as the researcher used the arithmetic mean, standard deviation, coefficient of variation, and relative importance, through the search scale (resolution) being the investigation tool for the two phenomena and including the five-point Likert gradients, so the total The gradients (15) divided by (5), and the arithmetic means were arranged according to Table (1):

Table 1. Interpretation of arithmetic means compared to Likert gradients

|           |           |            |            |                     |
|-----------|-----------|------------|------------|---------------------|
| I agree   | agree     | Not sure   | I disagree | I don't quite agree |
| 4.21-5    | 3.41-4.20 | 2.108-3.40 | 1.81-2.60  | 1-1.80              |
| Very high | High      | Temperate  | Weak       | Very weak           |

### A. Presentation, analysis, and diagnosis of the first independent variable Strategic Development:

The independent variable measured strategic development through four dimensions (environmental growth, planning development, logical development, cultural development, political development) through (2) paragraphs and answers (108) views in the Baghdad Operations Command, as strategic development obtained arithmetic mean of (3.21) moderate level, and strategic development. On a standard deviation (0.573), an excellent relative interest (64.2%), and a relative coefficient of variation (17.80%) indicates consensus on the availability and practice of strategic development in the Baghdad Operations Command. In comparison, the results of Table (2) showed the order of the five dimensions and their paragraphs, and they were according to The coefficient of relative variation as follows:

A. Baghdad operations showed their resort to developing planning first when aimed at enhancing the level of strategic development, which obtained an arithmetic mean (3.25) moderate level. They received the close attention of Baghdad operations (65%) average, as the sample answers indicated agreement and standard deviation (0.581), and a relative coefficient of difference ( 17.87 At the level of paragraphs (7-5), it obtained arithmetic mean (3.38-3.14) of moderate level, with a standard deviation of (1.116-0.901), with a relative coefficient of difference (35.5%-26.8%) and relative interest (67.6%-62.8%) average. The leadership's tendency to make strategic decisions through systematically planned processes, choose the alternative that suits it, enhances its strengths, and qualifies it to avoid security challenges, and to set goals and objectives, and to draw programs and tactics to establish security in Iraq.

B. While the Baghdad operations showed their resort to adopting political development secondly in improving the level of strategic development of the Baghdad Operations Command and with arithmetic mean (3.11) moderate level. In March, with a relative interest (62.2%) average, their answers were heading to an agreement with a standard deviation (0.778) and with a comparable coefficient of difference (25 At the level of paragraphs (16-14), it obtained arithmetic mean (3.25-3.01) of a moderate level, with a standard deviation (1.084-0.921), a coefficient of relative difference (36%-28.3%) and close interest (65%-60.2%). The average is not allowed internal and external interest groups to influence the performance of their tasks, especially since they realize that they are not an economic and social entity but a national entity

loyal to its country that adopts the protection of society by adopting strategies that make it faithful to the country's higher interests.

C. Baghdad operations showed that it adopted cultural development in the third order and in a way that contributes to improving strategic development, so it won an arithmetic mean (3.26) average level. It is concerned with it relatively by (65.2%) average. The results indicated agreement and a standard deviation (0.859), with a relative coefficient of variation (26.34%). At the level of the paragraphs that appeared under the sequence (13-11), they all got an arithmetic mean (3.44-3.14) moderate to high, with a standard deviation (1.112-0.614). A relative coefficient of difference (35.4%-17.8%), to gain attention Relative (68.8%-62.8%) Good to moderate Baghdad Operations Command realized that its security culture plays an essential role in developing strategy, and paying attention to the basic assumptions and beliefs shared by its officers, as it realized that its security culture is coherent and not fragile.

D. Baghdad operations showed that it adopted logical development in the fourth order and in a way that contributes to improving strategic development. Hence, it obtained an arithmetic mean (3.24) moderate level. Consequently, it paid attention to it relatively (64.8%) average and the answers tended to agree. With a standard deviation (0.950), a relative coefficient of variation (29.32%), and at the level of paragraphs that appeared under the sequence (10-8), it obtained arithmetic mean (3.42-3.13) high to moderate, with a standard deviation (1.072-0.813), and with a relative coefficient of difference (34.2%-23.7%), to gain close attention (68.4%). 62.6% good to average in the ability to formulate effective strategies within the development process, choose the best strategy from among the alternatives available, and adapt to changes in strategic work based on senior leaders' readings of the environment.

E. While it was proven that the Baghdad Operations Command paid attention to environmental development in the fifth order and in a way that improved the level of strategic development, it obtained an arithmetic mean (3.18) of moderate level, as it led to an excellent relative interest (63.6%), as their answers indicate agreement and a standard deviation (0.933), and a comparable coefficient of difference (29.33%). At the level of paragraphs (1-4), they all got moderate arithmetic mean (3.29-3.07), with a standard deviation (1.165-0.911), with a relative coefficient of variation (37.9%-27.6%) and relative interest (65.8%-61.4%) Providing changes in its organizational structure and organization process to respond to environmental changes, and researching the external environment to identify significant events and issues affecting it and responding to changes in its internal environment, especially since its interest is in surveying and monitoring the environment to obtain information that serves its security activities.

Table 2. Analysis of Strategic Development Data (n=108)

| # | Paragraphs  | Arithmetic mean | Standard deviation | Relative Importance % | Coefficient of variation% | Priority |
|---|---|-----------------|--------------------|-----------------------|---------------------------|----------|
| 1 | It is interested in surveying the environment to obtain information that serves it in its work.   | 3.07            | 1.165              | 61.4                  | 37.9                      | 4        |
| 2 | Do not respond to change in the external environment.   | 3.17            | 1.103              | 63.4                  | 34.7                      | 3        |
| 3 | It looks at the external environment to identify significant events or issues that may affect it. | 3.08            | 1.024              | 61.6                  | 33.2                      | 2        |
| 4 | It changes its organizational structure and organizing  | 3.29            | 0.911              | 65.8                  | 27.6                      | 1        |

**STRATEGIC DEVELOPMENT AS AN EFFECTIVE TOOL IN BUILDING STRATEGIC SECURITY COMPETENCIES**

|                           |  |      |       |      |       |        |
|---------------------------|--|------|-------|------|-------|--------|
|                           | process to respond to environmental changes.   |      |       |      |       |        |
| Environmental Development |  | 3.18 | 0.933 | 63.6 | 29.33 | V      |
| 5                         | Strategic decision-making is a systematic planning process.  | 3.38 | 0.907 | 67.6 | 26.8  | 1      |
| 6                         | Sets goals and objectives and formulates programs and tactics to establish security in Baghdad.                  | 3.14 | 1.116 | 62.8 | 35.5  | 3      |
| 7                         | It chooses the alternative that suits it, enhances its strengths, and qualifies it to avoid security challenges. | 3.23 | 0.901 | 64.6 | 27.8  | 2      |
| Planning Development      |  | 3.25 | 0.581 | 65   | 17.87 | First  |
| 8                         | Please don't choose the best strategies from the alternatives available to them.                                 | 3.15 | 0.882 | 63   | 28    | 2      |
| 9                         | It cannot formulate effective strategies in an evolutionary process.   | 3.42 | 0.813 | 68.4 | 23.7  | 1      |
| 10                        | It tries to adapt to changes in strategic work based on senior leaders' readings of the environment.             | 3.13 | 1.072 | 62.6 | 34.2  | 3      |
| Logical development       |  | 3.24 | 0.950 | 64.8 | 29.32 | Fourth |
| 11                        | It understands that its security culture is coherent and not fragile.  | 3.14 | 1.112 | 62.8 | 35.4  | 3      |
|                           |  |      |       |      |       |        |
| 12                        | It does not care about its officers' core values and beliefs.  | 3.19 | 1.017 | 63.8 | 31.8  | 2      |
| 13                        | Its security culture does not play an essential role in developing strategic work.                               | 3.44 | 0.614 | 68.8 | 17.8  | 1      |
| Cultural Development      |  | 3.26 | 0.859 | 65.2 | 26.34 | Third  |
| 14                        | It realizes that it is not an economic and social entity but a national entity loyal to its country.             | 3.08 | 1.035 | 61.6 | 33.6  | 2      |
| 15                        | It does not allow internal and external interest groups to affect their work performance.                        | 3.25 | 0.921 | 65   | 28.3  | 1      |
| 16                        | It adopts strategies that make it faithful to the country's higher interests.                                    | 3.01 | 1.084 | 60.2 | 36    | 3      |
| Political Development     |  | 3.11 | 0.778 | 62.2 | 25    | Second |
| Strategic Development     |  | 3.21 | 0.573 | 64.2 | 17.80 |        |

## Second: Presentation, analysis, and diagnosis of the dependent variable Security Strategic Capabilities:

The responsive variable was measured according to the **research title** and the hypothetical chart. The **strategic security** capabilities across four dimensions (common vision, cooperation, empowerment, creativity) and through (30) paragraphs and the answers of (108) views in the Baghdad Operations Command. The **strategic security** capabilities obtained a total calculated mean of (3.36) moderate level, so the **strategic security** capabilities, in general, got a standard deviation (0.299), relative interest (67.2%), and a **comparable** coefficient of difference (8.8%), as shown in the results of Table (3), as for the level of dimensions, they were arranged according to the relative coefficient of variation as follows:

a) Baghdad operations showed its adoption of creativity first when it will aim to enhance the strategic security capabilities, so it obtained an arithmetic mean (3.34) of a moderate level, and received relative attention (66.8%), as their answers indicated agreement and a standard deviation (0.339), and a comparable coefficient of difference (10.14%) At the level of paragraphs (48-40), I got an arithmetic mean (3.93-3.07) from high to moderate, with a standard deviation (1.306-0.714), with a relative coefficient of difference (40.1%-21.9%) and relative interest (78.6%-61.4%) good to average In allowing the officers of the Baghdad Operations Command to solve their problems themselves and through various methods, and work to develop their ideas in a renewed, available and accessible manner, as well as supporting them with a reward system that pushes them to innovate various new work methods, especially since it has sufficient resources and is available to enable them to adopt creativity continuously, so he described the performance of the Operations Command as flexible and continuous adaptation to change, working in ways that are compatible with their creativity and thinking about successful work methods that are circulated to others, and this is what was embodied in its appreciation of the capabilities of its officers to work creatively and encourage them while they work in it.

b) While Baghdad operations showed its adoption of empowerment in the second order and in a way that contributes to its orientation to improve the strategic security capabilities, as a result of obtaining a moderate arithmetic mean (3.21), as the dimension received relative attention of (64.2%), a standard deviation of (0.471), and a **comparable** coefficient of difference (14.6%), either at the level of paragraphs (39- 30), which obtained an arithmetic mean (3.51-2.74) high to moderate level, with a standard deviation (1.305-0.908), and a relative coefficient of variation (45.1%-25.8%) indicating agreement on these practices, which received **close** attention (70.4%-54.8%) good to average In giving them opportunities for personal development such as growth and promotion according to the self-worth and competence they show during work, and seeking to teach them the skills necessary to arm themselves in anticipation of any circumstance, and involving them in military activities equally, under the operating rules and standard procedures that play an **essential** role in how they deal with the decisions they make, as well as providing opportunities to determine the appropriate options for work, and this is what made them face various tasks and assume **different** special responsibilities, and the tendency to make decisions in a decentralized manner through Granting them the powers to face situations, and pushing decision-making responsibilities to the lowest possible level, as well as the tendency of ideas to flow horizontally and vertically on a regular basis, and this is what made the knowledge base of its members increase in a way that does not meet ambition.

c) While it proved that Baghdad operations are interested in cooperation in the third order and in a way that improves the level of strategic security capabilities, it obtained an arithmetic mean (3.33) moderate level, as it led to relative interest (66.6%) average, as their answers indicate agreement and a standard deviation (0.529), and a comparable coefficient of difference (15.8%).

**However**, at the level of paragraphs (28-23), they all got a high to moderate mean (3.59-2.97), with a standard deviation (1.109-0.564), a relative coefficient of variation (37.3%-15.7%) and a relative interest (71.8%-59.4%) good to The average in setting the rules and procedures for its officers and in a way that facilitates their job sustainability, which generated a high level of mutual trust, reflected in solutions to most of the problems that appear during work, as well as its keenness to have a cooperative effort among its officers when they carry out various difficult tasks, by creating open communication with them and creating a work climate that makes friendly relations a significant pillar, which made them adhere to the goals of leadership during work.

d) While it proved that the Baghdad operations were directed to pay attention to the joint vision in the fourth order and in a way that improves the level of strategic security capabilities, it obtained a high-level arithmetic mean (3.56), as it led to a good relative interest (71.2%), as their answers indicate agreement and a standard deviation (0.639), and a relative coefficient of difference (17.9%). At the level of paragraphs (22-17), they all obtained arithmetic mean (3.91-3.17) high to average, with a standard deviation (1.045-0.825) indicating agreement on availability and practice, with a relative coefficient of variation (31.8%-23.2%) and relative interest (78.2%-63.4%). Therefore, it is suitable to medium in the strategic decision-making process in the Baghdad Operations Command in a participatory manner, which emanates from its clear and highly coherent message, which made its members achieve its goals set with high dedication, and its clear strategy in its features and the possibility of implementation, which prompted its officers to find their organizational, ethical, legal and national values in it, as they generated a high sense of having a common goal that unites them with it.

Table 3. Analysis of the data of a selection of strategic security capabilities (n=108)

| #  | Paragraphs  | Arithmetic mean | Standard deviation | Relative Importance % | Coefficient of variation% | Priority |
|----|---|-----------------|--------------------|-----------------------|---------------------------|----------|
| 17 | Its message is clear and coherent.  | 3.38            | 0.825              | 67.6                  | 24.4                      | 2        |
| 18 | It achieves its goals set by it.  | 3.91            | 0.995              | 78.2                  | 25.4                      | 3        |
| 19 | Its strategy is unclear and unfeasible.   | 3.84            | 1.045              | 76.8                  | 27.2                      | 4        |
| 20 | There is a strong sense in them that there is a common purpose.                                 | 3.17            | 1.011              | 63.4                  | 31.8                      | 6        |
| 21 | Its officers find their organizational, ethical, legal, and national values.                    | 3.37            | 0.954              | 67.4                  | 28.3                      | 5        |
| 22 | Its strategic decision-making process is non-participatory.                                     | 3.69            | 0.857              | 73.8                  | 23.2                      | 1        |
|    | Shared Vision   | 3.56            | 0.639              | 71.2                  | 17.9                      | Fourth   |
| 23 | Not all officers in it adhere to the objectives of the command.                                 | 2.97            | 1.109              | 59.4                  | 37.3                      | 6        |
| 24 | For most problems that arise from permanence, there are rules and procedures to deal with them. | 3.59            | 0.807              | 71.8                  | 22.4                      | 3        |
| 25 | Establish its own rules and procedures for its officers to facilitate their work progress.      | 3.57            | 0.564              | 71.4                  | 15.7                      | 1        |

**STRATEGIC DEVELOPMENT AS AN EFFECTIVE TOOL IN BUILDING STRATEGIC SECURITY  
COMPETENCIES**

|               |   |      |       |      |      |        |
|---------------|---|------|-------|------|------|--------|
| 26            | It ensures a collaborative effort among officers to carry out complex tasks.                              | 3.25 | 0.874 | 65   | 26.8 | 4      |
| 27            | Open communication between officers is created, and friendly relations characterize the work environment. | 3.04 | 1.032 | 60.8 | 33.9 | 5      |
| 28            | Do not create a high level of mutual trust.   | 3.55 | 0.748 | 71   | 21   | 2      |
| collaboration |   | 3.33 | 0.529 | 66.6 | 15.8 | Third  |
| 30            | Tendency B decision-making to occur in a decentralized manner.  | 3.24 | 1.153 | 64.8 | 35   | 7      |
| 31            | It does not give its officers essential roles in how decisions are handled. (R reverse)                   | 3.50 | 1.148 | 70   | 32.8 | 4      |
| 32            | Ideas in them tend to flow horizontally as well as vertically.  | 2.74 | 1.170 | 54.8 | 42.7 | 9      |
| 33            | It pushes decision-making responsibilities as low as possible.  | 3.07 | 1.224 | 61.4 | 39.8 | 8      |
| 34            | Its officers cannot direct and take charge of their own actions.  | 3.29 | 1.117 | 65.8 | 33.9 | 6      |
| 35            | She does not have opportunities to make the right choices for her at work.                                | 3.38 | 1.107 | 67.6 | 32.7 | 5      |
| 36            | Its identifier base does not increase.  | 2.89 | 1.305 | 57.8 | 45.1 | 10     |
| 37            | It does not seek to teach its officers the skills to arm themselves.                                      | 3.23 | 1.018 | 64.6 | 31.5 | 2      |
| 38            | Its officers participate equally in its military activities.  | 3.24 | 1.046 | 64.8 | 32.2 | 3      |
| 39            | Do not allow opportunities for personal development, such as growth in self-worth or self-efficacy.       | 3.51 | 0.908 | 70.2 | 25.8 | 1      |
| Empowerment   |   | 3.21 | 0.471 | 64.2 | 14.6 | Second |
| 40            | Don't encourage creativity in them.   | 3.25 | 1.306 | 65   | 40.1 | 8      |
| 41            | It appreciates the abilities of its officers to work creatively.  | 3.18 | 1.167 | 63.6 | 36.6 | 7      |
| 42            | It does not allow its officers to solve the same problems differently.                                    | 3.25 | 0.714 | 65   | 21.9 | 1      |
| 43            | Ha can be described as flexible and constantly adapting to change.  | 3.45 | 1.235 | 69   | 35.7 | 5      |
| 44            | It works in a way to conform to creativity. (R Reverse)   | 3.07 | 1.108 | 61.4 | 36   | 6      |

**STRATEGIC DEVELOPMENT AS AN EFFECTIVE TOOL IN BUILDING STRATEGIC SECURITY COMPETENCIES**

|                                 |   |      |       |      |       |       |
|---------------------------------|---|------|-------|------|-------|-------|
| 46                              | Its place seems to be more concerned with the status quo than change. (R) | 3.38 | 0.825 | 67.6 | 24.4  | 3     |
| 47                              | Do not have a reward system that encourages innovation.                   | 3.93 | 0.944 | 78.6 | 24    | 2     |
| 48                              | Help develop new ideas that are readily available.                        | 3.17 | 1.011 | 63.4 | 31.8  | 4     |
| Creativity                      |   | 3.34 | 0.339 | 66.8 | 10.14 | First |
| Strategic Security Capabilities |   | 3.36 | 0.299 | 67.2 | 8.8   |       |

From the researcher's review that the results of the previous tables (2, 3) for the two research variables, it was found that the security strategic capabilities obtained the lowest relative difference coefficient among the variables surveyed (8.8%), which indicates the consensus of the sample on its availability and practice in the first order, and with a moderate arithmetic mean (3.36), as the researcher noted that the Baghdad Operations Commands enhanced the strategic security capabilities through the investment of Creativity, while the other dimensions (empowerment, cooperation, common vision) were directed to improving them, while strategic development came in second place, among the two research variables, obtaining a relative coefficient of variation (17.8%), in light of the practice and adoption with interest (64.2%) average, and with an arithmetic mean (3.21) more than the hypothetical mean of the research (3), while it became clear the contribution of planning development In promoting strategic growth, while political, cultural and logical development were directed to improving the level of strategic development in Baghdad operations, as shown in the results of Table (4), and thus the researcher has answered some of the questions of the research problem in the applied aspect.

Table 4. The results of the descriptive analysis of the coefficient of relative difference

| Variables                       | Arithmetic mean | Standard deviation | Coefficient of variation% | Relative Importance% | Priority |
|---------------------------------|-----------------|--------------------|---------------------------|----------------------|----------|
| Strategic Development           | 3.21            | 0.573              | 17.80                     | 64.2                 | Second   |
| Environmental Development       | 3.18            | 0.933              | 29.33                     | 63.6                 | 5        |
| Planning Development            | 3.25            | 0.581              | 17.87                     | 65                   | 1        |
| Logical development             | 3.24            | 0.950              | 29.32                     | 64.8                 | 4        |
| Cultural Development            | 3.26            | 0.859              | 26.34                     | 65.2                 | 3        |
| Political Development           | 3.11            | 0.778              | 25                        | 62.2                 | 2        |
| Strategic Security Capabilities | 3.36            | 0.299              | 8.8                       | 67.2                 | First    |
| Shared Vision                   | 3.56            | 0.639              | 17.9                      | 71.2                 | 4        |
| collaboration                   | 3.33            | 0.529              | 15.8                      | 66.6                 | 3        |
| Empowerment                     | 3.21            | 0.471              | 14.6                      | 64.2                 | 2        |
| Creativity                      | 3.34            | 0.339              | 10.14                     | 66.8                 | 1        |

## Conclusions

The Baghdad Operations Command has shown a moderate interest in environmental development that enables it to improve its ability to develop strategically through changes in its organizational structure and organization process to respond to environmental changes, as well as its interest in the process of surveying the environment and leading it to the information necessary to accomplish its security work on an average basis. The Baghdad Operations Command has shown its orientation towards adopting the development of planning in a way that enhances its ability to develop strategies as a result of its reliance on systematic planning when making strategic decisions, as well as setting goals and objectives, drawing programs and formulating tactics to establish security in all parts of the capital. The Baghdad Operations Command has proven its orientation towards adopting logical development practices due to its ability to formulate effective strategies within the targeted development process, as well as its attempt to adapt to changes in strategic work based on the reading of the surrounding environment by its senior leadership and improving its ability to develop strategically. The Baghdad Operations Command is interested in cultural development. It qualifies it to strengthen its strategic growth through its awareness of the security culture and directs it to play a significant role in developing the current strategy due to its cohesion and distance from fragility. The Baghdad Operations Command showed its moderate interest in political development, through which it sought to improve strategic development, as it did not allow internal and external interest groups to influence the performance of tasks and duties, as well as adopting strategies that make them safe and preserve the country's higher interests

The Baghdad Operations Command should pay additional attention to improving environmental development because of its impact and contribution to strategic development through its orientation to make changes in its organizational structure in a way that qualifies it to adapt to the environment and give its organizational operations flexibility and ability to respond, as well as adopting the following mechanisms:

A. Monitor and survey the external environment to obtain the information necessary to carry out its security tasks properly.

B. Search in the external environment for important events and issues with a broad impact on its work and address them quickly.

The need to strengthen the Baghdad Operations Command from the development of planning as the central pillar of strategic development through its systematic adoption of strategic continents, as well as the adoption of the following mechanisms:

a) Setting goals and objectives and drawing up programs and tactics to establish security in Iraq.

b) Choosing the appropriate alternatives in a way that enhances their strengths and pushes them to avoid the various types of challenges they face.

The Baghdad Operations Command should move towards improving the level of logical development through its interest in formulating effective strategies within the development process, as well as adopting the following mechanisms:

A. Adapt to changes in strategic work based on the reading of its senior leaders.

B. Choosing the best strategic alternatives available to preserve its current resources.

The Baghdad Operations Command is interested in cultural development through its adoption of a security culture that contributes to the development of its strategy, as well as its adoption of the following mechanisms:

a) Emphasizing the coherence of its security culture and reducing its fragility.

b) Attention to basic assumptions and beliefs shared by its officers.

---

**References**

- Al Abadi, H. F. (2007). The importance of visual management strategies in improving the level of university learning performance. *Managerial Studies Journal*, 1(3).
- Al-Abadi, H. F. (2019). The strategic Consciousness and its reflection on achieving strategic victory-Strategic thinking as an intermediate variable: A survey of the views of a sample of the officers of Najaf Directorate. *TANMIYAT AL-RAFIDAIN*, 38(123), 61-88.
- Alabadi, H. F., & Almomen, E. A. (2022). COVID-19 Outbreak and Health literacy of Health Institutions: The Role of Strategic Theory. *Indian Journal of Forensic Medicine & Toxicology*, 16(1).
- Al-Abadi, H. F., & al-Mousawib, H. R. (2021). Strategic passion and its role in building entrepreneurial organizations-an applied study on private hospitals In Najaf Governorate. *Muthanna Journal of Administrative and Economic Sciences*, 11(1).
- Al-Abadi, H. F., & al-Mousawib, H. R. (2021). Strategic passion and its role in building entrepreneurial organizations-an applied study on private hospitals In Najaf Governorate. *Muthanna Journal of Administrative and Economic Sciences*, 11(1).
- Alabadi, H. F., Abd Alsachit, H. A., & Almajtwme, M. (2018). Impact of strategic ambidexterity on organizational success: Strategic scenario as moderating variable. *International Journal of Academic Research in Business and Social Sciences*, 8(5), 18-29.
- Alhawari, S., & Al-Jarrah, M. (2012). The Impact of Knowledge Management Processes on Improving Strategic Competence: An Empirical Study In Jordanian Insurance Companies. *International journal of trade, Economics, and Finance*, 3(1), 39.
- al-Tai, D. Y. H. S., & al-Abadi, H. F. (2007). Service marketing of university education and suitability to the needs of the customer An Empirical Study/University of Kufa. *Journal of Administration and Economics*, (65).
- Ascher, William, and William H. Overholt, *Strategic Planning and Forecasting: Political Risk and Economic Opportunity*, New York John Wiley & Sons, 2014.
- Betts, Richard K., "Is Strategy an Illusion?" *International Security* Vol. 25, No. 2, Fall 2017, pp: 5.,
- Cardy, A, Robert L. & Selvarajan, T.T., (2006), "Competencies: Alternative frameworks for competitive advantage," Adeline Publishing Company.
- Corrall, Sheila, (2009), *Strategic Development*, University of Pittsburgh.
- Croteau, A. M., & Raymond, L. (2004). Performance outcomes of strategic and IT competencies alignment. *Journal of Information Technology*, 19(3), 178-190.
- Dyson, James Bryant, (2007), *The Strategic Development Process*, See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/265266145>
- Dobson, P. et al., *Strategic Management, issues and cases*, 2nd edition, Blackwell Malden, 2016. ,
- Gary, L., Amos, N. H., & Tehseen, A. (2018). Towards strategic development of maintenance and its effects on production performance by using system dynamics in the automotive industry. *International Journal of Production Economics*, Sweden.
- Jokull, Johannesson, (2010), "The Dynamics of Strategic Capability,"
- Kumar, U., Butt, I., & Kumar, V. (2018). The impact of strategic orientations on development of manufacturing strategy and firm's performance. *International Journal of Technology Management*, Canada.
- Luanne, Kelchner, (2015), "The Importance of Organizational Capability, <https://www.capstera.com/company-capabilities>.

- Musau, P. M. (2018). Communicative strategies of Swahili learners: the one-to-one principle. *IRAL*, 13.
- Pikka-Maaria Laine and Eero Vaara, (2007), *Struggling over subjectivity: A discursive analysis of strategic development in an engineering group*, The Tavistock Institute @ SAGE Publications London, Los Angeles, New Delhi, Singapore.
- Reger, R.K. and Huff, A. S. (2011). 'Strategic groups: A cognitive perspective.' *Strategic Management Journal*, 14.
- Schaupp, M., & Virkkunen, J. (2017). Why a management concept fails to support managers' work: The case of the 'core competence of a corporation. *Management Learning*, 48(1), 97-109.
- Shunzhong, Liu, (2011), "The relationship between strategic type and new service development competence: a study of Chinese knowledge intensive business services," *International Journal of Production Economics*, Sweden.
- Wirtz, B. W., Schilke, O., & Ullrich, S. (2010). Strategic development of business models: implications of the Web 2.0 for creating value on the internet. *Long-range planning*,