

## YARATICILIK VE ÖRGÜTSEL MÜKEMMELLİK İÇİN STRATEJİK ZEKANIN ÖNEMİ

Osman KURTER

Dr. Öğr. Üyesi, Karabük Üniversitesi, IIBF

osmankurter@karabuk.edu.tr

ORCID: 0000-0001-7581-1316

### ÖZET

Bu çalışmada, stratejik zekanın örgütsel yaratıcılığı ve mükemmelliği geliştirmedeki rolü incelenmiştir. Stratejik zeka, örgütlerin geleceğe dair vizyon oluşturma, stratejik odaklanma, yaratıcı düşüncüyü teşvik etme ve stratejik kararları hızlı ve etkin bir şekilde uygulama yeteneği olarak tanımlanmaktadır. Örgütsel mükemmellik ise örgütlerin hem iç hem de dış çevreden gelen verileri doğru analiz ederek müşteri odaklı süreçlerini sürekli iyileştirme kapasitesiyle ilişkilendirilmiştir. Bu minvalde araştırmanın amacı, stratejik zekanın örgütsel mükemmellik üzerindeki etkisini anlamak ve bu etkileşimin çalışanların rekabet avantajı elde etme sürecine nasıl katkıda bulunduğunu ortaya koymaktır. Bu kapsamda literatür taraması ve teorik analizler aracılığıyla stratejik zeka ile karar alma süreçleri arasındaki ilişki ele alınmıştır. Literatürdeki ampirik çalışmalar analiz edilerek stratejik zekanın bileşenleri olan gelecek vizyonu, sistem düşüncesi, yaratıcı liderlik ile örgütsel performans arasındaki bağlantılar değerlendirilmiştir. Elde edilen bulgular, stratejik zekanın örgütlerin çevresel değişimlere daha hızlı uyum sağlamasını ve daha isabetli kararlar almasını kolaylaştırdığını göstermektedir. Aynı zamanda stratejik zekanın örgütsel yaratıcılık ve mükemmellik açısından önemli bir faktör olduğunu göstermektedir. Stratejik zekası yüksek liderlerin, çalışanların inovatif potansiyelini desteklediği, veri odaklı karar alma süreçlerini iyileştirdiği ve örgüt içindeki sosyal destek mekanizmalarını güçlendirdiği belirlenmiştir. Ayrıca, stratejik zekanın örgütlerin sürdürülebilir rekabet avantajı sağlaması için bir katalizör görevi gördüğü sonucuna ulaşılmıştır.

**Anahtar Kelimeler:** STRATEJİK YÖNETİM, YARATICI YÖNETİCİLİK, STRATEJİK ZEKA, STRATEJİK HEDEF, ORGANİZASYONEL MÜKEMMELLİK.

**Jel Kodları:** M11, M12, M14, M19

## THE IMPORTANCE OF STRATEGIC INTELLIGENCE FOR CREATIVITY AND ORGANIZATIONAL EXCELLENCE

### ABSTRACT

This study examines the role of strategic intelligence in developing organizational creativity and excellence. Strategic Intelligence (SI) is defined as the ability of organizations to create a vision for the future, focus on the strategy, encourage creative thinking, and implement strategic decisions quickly and effectively. Organizational Excellence (OE) is associated with the capacity of organizations to continuously improve their customer-focused processes by correctly analyzing data from both internal and external environments (Alkharabsheh & Al-Sarayreh, 2022). In this context, the research intends to understand the effect of SI on OE and to reveal how this interaction contributes to employees gaining a competitive advantage. In this context, a literature review and theoretical analysis addressed the relationship between strategic intelligence and decision-making processes. The empirical studies in the literature were analyzed and the connections between the components of strategic intelligence such as future vision, systems thinking, creative leadership, and organizational performance were evaluated. The findings obtained show that SI facilitates organizations to adapt to environmental changes faster and allows them to make more accurate decisions. It also shows that SI is an important factor in terms of organizational creativity and excellence. It was determined that leaders with high SI support the innovative potential of employees, improve data-driven decision-making processes, and strengthen social support mechanisms within the organization. In addition, it concludes that SI acts as a catalyst for organizations to achieve sustainable competitive advantage.

**Keywords:** STRATEGIC MANAGEMENT, CREATIVE MANAGEMENT, STRATEGIC INTELLIGENCE, STRATEGIC FOCUS, ORGANIZATIONAL EXCELLENCE.

**Jel Codes:** M11, M12, M14, M19

## INTRODUCTION

Organizations in general seek to survive various hardships and crises, continue their commercial activities, and achieve their advanced competitive positions by striving to improve their quality of services considering rapid developments in their external environment. Therefore, organizations must keep pace with industry developments with greater intelligence, creativity, and strategic organizational behaviors. Organizations must always focus on strategic intelligence in their operations through their leaders' keenness to support strategic intelligence and apply it at all levels of decision-making, performance, and services to remain competitive and profitable for a long time.

The success of organizations depends on their strategic and logical decision-making in dealing with environmental conditions from their internal factors of 'strengths and weaknesses,' external factors of 'opportunities and threats,' and adopting applicable strategic intelligence as an effective tool to guide their institution towards achieving their goals. Thus, making the best decisions to reach their ultimate desired goals (Stripling, 2019; Raof, Basheer, Shabbir, Ghulam Hassan, Jabeen & Wright, 2021). This is why this study attempts to shed light on the greater importance of organizations' decision-makers in acquiring and applying strategic intelligence to achieve Organizational Excellence (OE). Researchers believe that OE is the organizational path that uses strategic planning to use all and every opportunity to reach a defined goal and display outstanding performance (Al-Dhaafri, Al-Swidi & Yusoff, 2016).

This study derives its importance from identifying the role of strategic intelligence in organizational excellence while improving the quality of services at organizations. This investigation also attempts to provide many recommendations and suggestions for the organizational decision-makers to improve their quality of services, profitability, and operational success while competing with their adversaries both internally and externally.

## 1. LITERATURE REVIEW

Samer M. Alkharabsheh and Aktham A. Al-Sarayreh conducted empirical research in a corporate environment to evaluate the impact of SI on achieving OE in Jordan. The findings of this study show statistically significant effects of SI practices while acquiring OE ( Alkharabsheh & Al-Sarayreh, 2022). Esmaeili (2014) conducted a similar study researching the effects of SI on decision-making and strategic planning in the city of Khorram-Abad, Iran. Using an empirical research methodology, the researcher conducted a study on 150 sample participants from various companies, attempted to define the concepts of strategic intelligence and the factors affecting it in decision-making, its application in strategic planning, and attempted to measure the impact of this phenomenon on strategic decision-making in their respective organizations. This study, like the earlier investigation, concludes that SI has an effective and positive impact on strategic decision-making processes in organizations.

Seitovirta (2011), and Turki and Mahal (2024), conducted respective studies investigating the role of SI in corporate decision-making processes. Turki and Mahal conducted their studies on employees working for the Iraqi Bank of Commerce, attempting to research the role of strategic intelligence in decision-making in organizations to explain how senior managers make decisions in their organizations, and how they provide suggestions on the role of strategic intelligence in decision-making to better reach the corporate goals. These studies both conclude that SI forms an important basis for decision-making and an important framework for the corporate environment in the respective organizations. These studies also state that strategic intelligence provides decision-makers with the necessary internal and external information to make accurate decisions.

Alomian, Alsawalhah, and Almarshad (2019), conducted a study titled, The Impact of Strategic Intelligence on Achieving Competitive Advantage: Applied Study on the Pharmaceutical Companies Sector in Jordan. This research tried to determine the relationship between SI and the competitive advantage in pharmaceutical companies. The results of the study showed a positive relationship between SI and

competitive advantage. The study provides some guidelines, including the need to continuously develop SI tools as well as evaluate the strategic situation while monitoring markets. According to this research, SI continuously works to develop the capabilities of employees through learning and training.

Fadhil, AL-Sammari, AL-Hakeem, and Qandeel (2021), conducted a study to investigate the role of leaders' moral intelligence to enhance their SI capabilities. The study aims to clarify how strategic intelligence supports strategic management by collecting and analyzing information accurately and thus developing an appropriate strategy for the organization. The study concludes that strategic intelligence is an important concept and business method that helps achieve the goal of continuous excellence in the business world and thus achieve sustainable competitive advantage.

Kirilov (2019) conducted a study to measure how SI strategies improve performance in the non-profit sector. This study clarifies and explores the strategies nonprofit leaders use for developing plans for improving performance based on strategic intelligence. The study concludes that the use of strategic intelligence is a good strategy for nonprofit leaders on how to steer their organizations through rapidly changing environments, compete successfully, and maintain the delivery of goods and services to the communities that they serve.

## **2. CONCEPTUAL FRAMEWORK**

### **2.1. Strategic Intelligence**

Initially, SI and Business Intelligence (BI) were used separately; BI referred to the same application denoting activities taking place in the corporate world and management field, while SI was used in public administration and state and espionage-related uses (Gottschalk & Gudmundsen, 2010). Recently these two separate concepts defining these two separate applications have merged into one and only 'Strategic Intelligence' survived to be used in both situations referring to the same field of knowledge, data gathering, and other strategic activities (Uzima, 2024).

Linguistically, 'Strategic Intelligence' is composed of two parts, 'strategy,' and 'intelligence.' Although the word strategy was never known and used by Greeks in today's meaning up until recent history, it is inaccurately associated with the Greek General Strategos or the area controlled by General Strategos in 330 A.D in Byzantium. Its first use in literature with the current meaning started with French General and Author Count Guibert, in "La Strategique" published in 1799, and in the business community with H. Igor Ansoff in "Corporate Strategy" written in 1965 (Ansoff & McDonell, 1987). The basic concept of 'strategy' for the business community is defined as combining competitive moves and the 'pleasure of consumers' along with successful competition and achieving corporate objectives (Thompson & Strickland, 1995).

The second component of 'strategic Intelligence', 'intelligence' is defined by the Cambridge Dictionary as "the ability to learn and understand things quickly and easily" (Jones, 2011). According to the American Heritage Dictionary, the word came to Middle English and Middle French from the Latin word, 'intelligentia' in the 14<sup>th</sup> century (Watkins, 2000). The recent use of the term is closely associated with military and secret service usage.

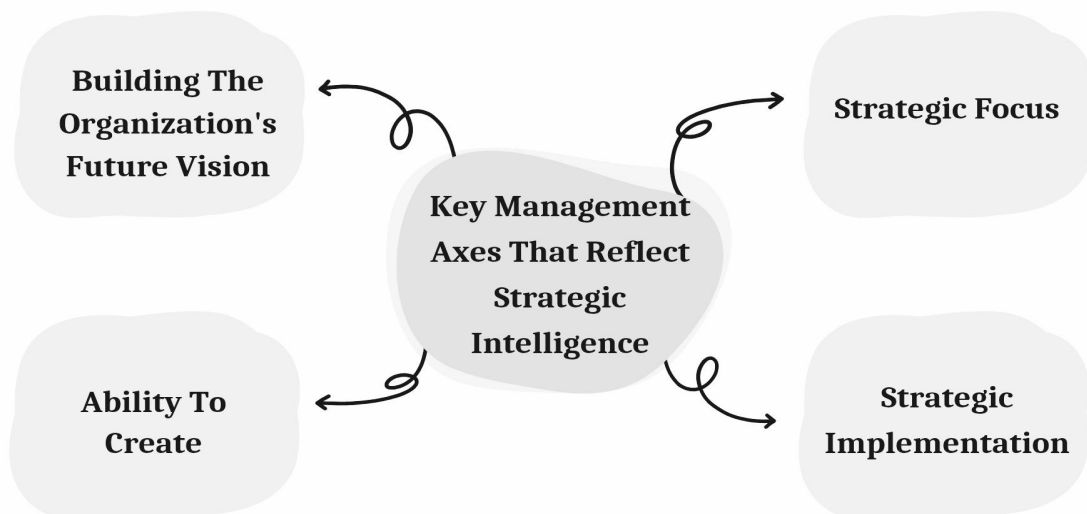
SI contributes to developing the capabilities of employees in organizations, urging them to accept changes, and directing them towards developing organizational behavioral patterns that enhance their professional development and increase their productivity to achieve corporate goals (Liebowitz, 2006). It also helps to bring about a qualitative shift in the methods and techniques used in accomplishing tasks and adopting positive behavior in carrying out tasks and achieving goals. Positive behavior helps in maintaining tasks and creating a positive environment that helps in accomplishing tasks more effectively (Kent, 2015).

The SI of leaders also plays a major role in the organization's performance in shaping the decision-making process in the organization related to corporate plans and operations (Ireland & Hitt, 2005). Therefore, organizations, in general, need an intelligent leader who employs strategic data collection to manage all operations and

follow up workflow continuously with intelligence and professionalism. Under these conditions, it is easy for the intelligent leader to determine organizational goals and objectives and achieve them while helping subordinates and others to ensure their ability to work toward OE (Wilensky, 2015; House, Dorfman, Javidan, Hanges & De Luque, 2013).

SI is ultimately an art of human beings that needs continuous and permanent review to keep it current and present it in a more acceptable form (Pherson & Pherson, 2020). We can say that SI provides speed and accuracy in processing and analyzing data to complement and enhance human capabilities in making more informed and accurate decisions (Bose, 2008). That is why SI reflects human creativity and genius in decision-making, which requires practicing and a training process that has become a source of experience. Thus, a condition for accomplishing the tasks assigned to the smart and successful leader who can make sound critical decisions (Kuosa, 2014). The SI comes into play after the management team pays attention to the organization's basic axes of 'building the organization's future vision, strategic focus, ability to create and strategic implementation' to achieve the set goals in the long term (Hadi & Salim, 2023). We can depict the relationship between these axes in Figure 1 below.

**Figure 1.** Key Management Axes That Reflect Strategic Intelligence



To understand Figure 1 better, let's explain what each axe represents.

**Building a Future Vision:** This option represents the general perception of the organization and its aspirations. The determination of where the organization wants to be in the future, and where it is heading to. This is the embodiment of an organization's vision in a tangible reality that is seen by its employees, suppliers, and customers (Alshaar, 2023). The organization's vision represents the goal that the organization seeks to achieve and reach. That vision constitutes the basis from which its strategy is launched. Therefore, the goal that the organization seeks to achieve is a tool to determine the extent to which the organization is distinguished from other organizations. This process determines the extent to which the organization's identity is formed, and its members are distinguished from other organizations' members (Bryson, 2018; Stan, 2017). Some researchers list six or 12 questions for setting organizational vision statements; for our purpose, we will streamline and seek answers to five important questions while establishing an organizational vision. These important questions are:

- Does strategic vision set an attainable goal?
- Is the set vision attainable in real-world situations for the organization?
- Is the planned organizational vision in agreement with the organizational mission?
- Is it inspirational and guides employees in the right direction?
- Is it adaptable to changes and unforeseen situations like the pandemic?

**Strategic Focus:** To utilize SI in the organizational decision-making process, another most important axe to consider focusing on the strategic goals of the organization first, and second, the actual application on which the organization is based, and focusing on results (Barnea, 2020). This means that the strategy at the organizational level is divided into several goals that focus on strategic plans that should be specific (McDowell, 2008). Strategic plans are roadmaps that decision-makers and leaders accomplish, and managers apply to determine the course of the organization toward reaching the planned goal. No work can be accomplished properly and accurately without strategic focus and strategic goals (Ahmadi, Hosseini-Amiri, Moarefi, Suifan & Sweis, 2020).



Strategic focus determination is a subsequent stage to the strategic analysis phase. When conducting a strategic analysis of the organization, the use of a SWOT analysis, to determine strengths, weaknesses, opportunities, and expected threats for the organization must be carried out (Ayub, Razzaq, Aslam & Iftekhhar, 2013). Thus, the vision, objectives, and standards for the organization's strategic performance would be determined. Strategic plans and organizational forecasts of the expected future results would be predicted. This gives the organization a single, coherent strategic vision (Shujahat, Hussain, Javed, Malik, Thurasamy & Ali, 2017).

**Ability to Create:** The third axe of SI is the ability to create. Creativity is a skill through which new and innovative ideas are transformed into reality and realistic ideas. Most creative ideas are believed to come after a highly organized process that includes research, thinking, examining ideas, and choosing the most appropriate idea among many. The selection process may take some time and leads to finding the most efficient and effective decision-making processes, methods, approaches, and ideas for achieving the organization's set goals (Fahey, 2007; Hedley, 2007; Alomian et al, 2019).

**Strategic Implementation:** The last and most important axe of SI is its implementation. This is the stage where proposals and plans are transformed into actual procedures and actions. This process requires directing human and financial resources, as well as frameworks related to the organizational structure and the management team efficiently to achieve the organizational goals because plans are of great value only to the extent of their implementation. Therefore, successful strategy implementation represents the most complex challenge, as it is the method of addressing that challenge and the actual translation of the series of achievements that directly determine the amount of effort that was expended in the past (Noble, 1999). It is known that strategic implementation requires a high degree of clarity in the way tasks, duties, and responsibilities are distributed, and the number of strategies and changes in them must be limited so that the decision-makers can control them (Bourgeois & Brodwin, 1984).

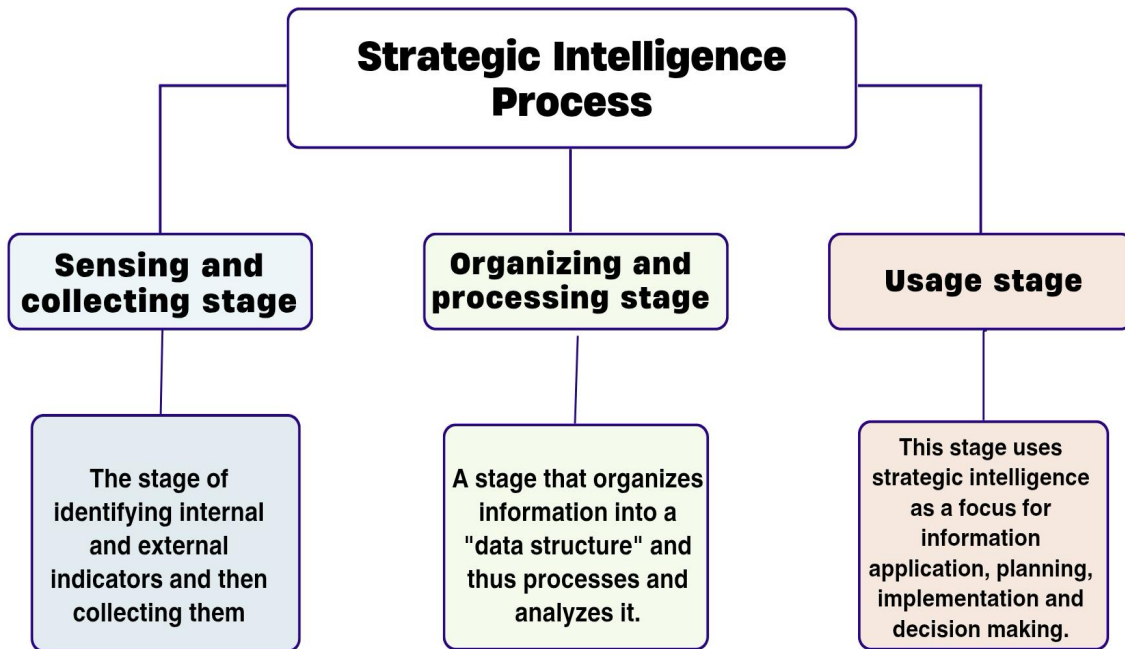
## **The Importance Of Strategic Intelligence**

Research on the topic proved over and over that SI is considered a game-changer weapon or shield for organizations, as it helps in supporting the process of making critical and successful decisions for organizations. Although it is planned and executed by the decision-makers of organizations, it contributes to institutional excellence and success in the long term (Ireland & Hitt, 2005; Wilensky, 2015; House et al, 2013). From numerous research conducted on the topic, we summarize the importance of SI in achieving organizational excellence as follows:

- Achieving an advanced competitive position that is different from other organizations.
- Enabling decision-makers in organizations to make sound decisions.
- Preparing leaders, enhancing their qualities, and refining their capabilities to enable them to lead their organizations.
- Enabling organizations to innovate and formulate successful strategies.
- Assisting decision-makers in conducting a strategic analysis of the organization's internal and external dynamics.
- Applying SI with full knowledge, thoughtful planning, and making appropriate strategic decisions to secure organizational success and excellence (Xu, 2007; Wilinski, 2015; Balun & Erbay, 2015; Palacios, 2018; Alomian et al, 2019).

## **Strategic Intelligence Activities**

SI goes through several processes, and each course of action is linked to the step that precedes it, as shown in the following figure (Kent, 2015).

**Figure 2.** Strategic Intelligence Activities

### Strategic Intelligence Challenges and How To Address Them

To be successful and ensure corporate excellence, the usage of SI requires decision-makers to handle challenges appropriately (Hedley, 2007). The potential challenges and prescription of how to resolve those potential issues are outlined in Table 1.

**Table 1.** Strategic Intelligence Challenges and How to Address Them?

Challenges Facing Organizations	How to Face Challenges
Misunderstand the potential threats that the organization is facing and in turn, does not carry out the appropriate decisions.	Providing the organization with human and material resources needed to avoid misunderstanding and capture all opportunities.
Not being able to make more effective and flexible adjustments regarding the information changes that the organization may face.	Making the needed frequent meetings for involved to know what everyone needs to know, so everyone completes their task to achieve.
Not being able to improve the efficiency and effectiveness of employees and the organization.	Providing financial support and needed training to overcome shortcomings.
The loss of a leader or CEO of the organization in the middle of a turmoil or challenging time.	Organizing, motivating, and asking all involved to participate in the process and not leave the decision-makers alone.

## Organizational Excellence

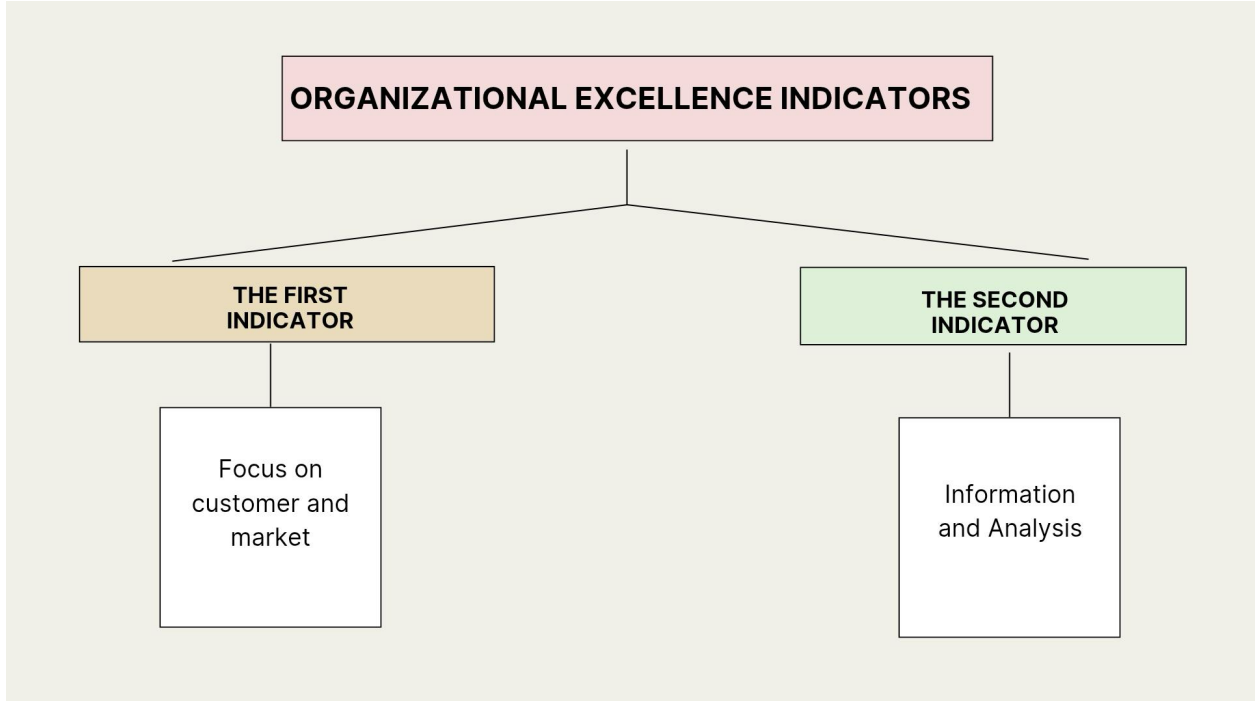
"Excellence" is defined as a set of policies followed by the organization through the application of a set of values and strategy-related leadership methods and building policies for the work environment with a high degree of professionalism to achieve the best results and excellence (Oakland, 2007). Organizational excellence is defined as achieving high and distinguished performance through the application of a set of procedures and practices that enable the organization to innovate and continuously improve (Harrington, 2005). Organizational excellence includes designing an effective organizational structure through improving and developing work mechanisms and achieving effectiveness in operations and procedures in a way that positively reflects economic growth (Goetsch & Davis, 2016).

The importance of organizational excellence lies in the fact that all organizations, despite their structural differences, the industry that they work in, and their levels of diversity, need some means to identify any potential difficulties, obstacles, and problems that they may face, and they also need more accurate means to collect information on these issues to enhance strategic intelligence. The collected strategic information will enable decision-makers to make important decisions related to all organizational strategic and operational decisions such as human resources, procurement, marketing, production, and financial conditions along with employees' morale, spirit of initiative, and altruism to promote and manage them (Ringrose, 2013).

Organizational culture excellence includes the relationship that links the organization with different stakeholders. This may include customers, suppliers, shareholders, governmental agencies, and others involved who are connected through the methods and approaches such as forming special ways of thinking, behaviors, and employees' relationships with each other. Building a strong relationship between all stakeholders is considered the basis for structuring the supply chain system, improving organizational performance, creating a future vision, and forming the desired organizational excellence (Ershadi & Eskandari Dehdazzi, 2019).

The indicators of organizational excellence are illustrated in the following figure:

**Figure 3.** Organizational Excellence Indicators



The term customer focus is a business strategy that relies on putting the customer first and at the center of the relationship to provide a positive customer experience and build a long-term relationship (Moorman & Day, 2016). Organizations are expected to design their products and services in light of identifying the target customers and determining their needs and desires with extreme precision (Chang & Huang, 2010). As for focusing on the target markets, it is a marketing strategy that puts customers at the center of the relationship focusing on their needs and communicating with them in ways that suit their highest expectations (Stokes, 2000). Instead of targeting everyone who may not be interested in your products or offerings, marketing your efforts and focusing on specific consumers who can benefit from the products or services, would produce better revenue for the company and eliminate loss of time (Weinstein, 2013). The word 'customer' in Total Quality Management (TQM) includes two types of customers. The first is the internal customer, which may consist of

stakeholders such as employees, the management team, administrative staff, and all others who serve the external customer. The second is the external customers, who are located outside the organization and may have a potential desire to purchase corporate products and service offerings, whether as the final or intermediary customers (Talha, 2004).

The main objective of an organization in collecting data is to ensure that the collected data is reliable and contains valuable information that can be analyzed and converted into informed decisions (Kenett & Shmueli, 2016; Choo, 1996). The information collected must be within a specific period and accurate. After all, the main purpose of analyzing it becomes useless. Since this step is an indicator of current and expected marketing trends, these investigations are not without risks, since they are reflected through these analyses of marketing research, which depends largely on the accuracy of the data collection and analysis tools, their accuracy, and method of use (Choo, 1996; Kurter & Arslan, 2022).

## **2.2. The Role of SI to Achieve Organizational Excellence**

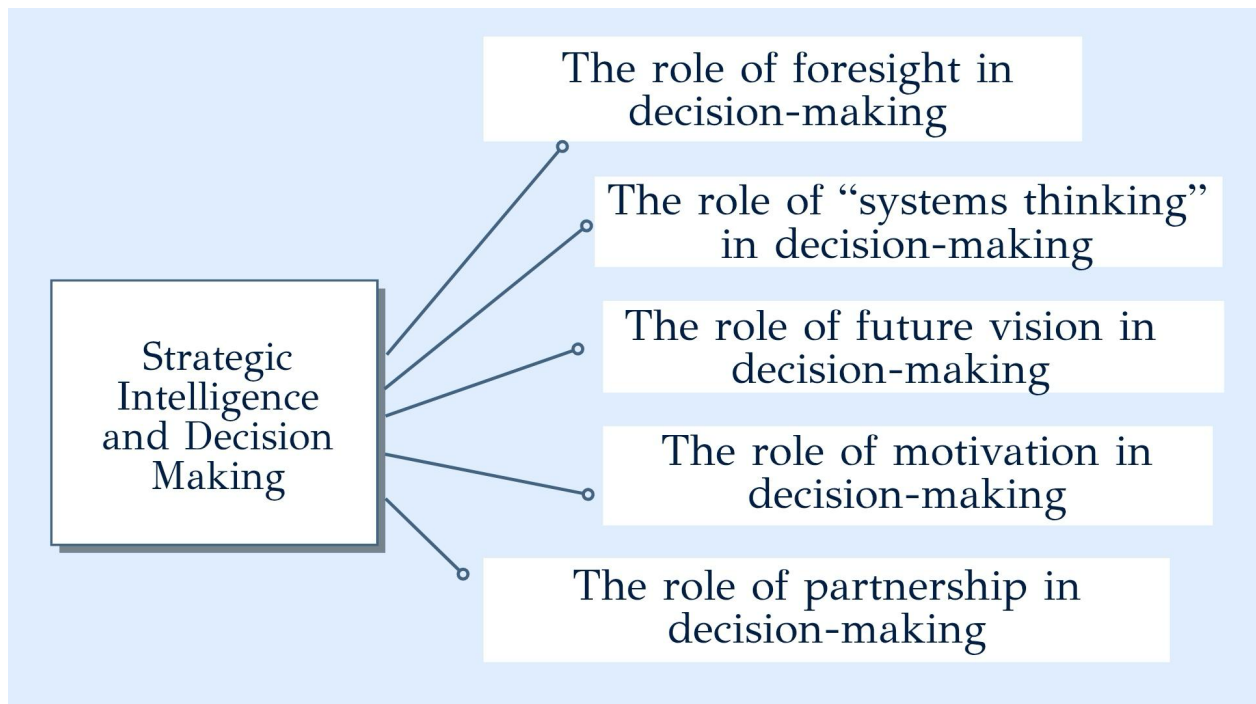
There are many definitions of 'decision-making,' and two being the most important and are shared here. The first definition is that decision-making is choosing an alternative from the available choices to find the most appropriate solution for a problem, ranging from a changing world in some instances, to executive activities for our purposes of management and business administration. The second definition is formatted as an effective response for providing the desired results for a specific case or a group of possible cases in an organization.

There are several elements needed for decision-making, the most important of which are firstly to have the goal, as a sound decision cannot be made unless there is a specific and clear objective. Secondly, having the motive as a decision cannot be made unless there is a specific motive behind it to achieve the goal. Thirdly, prediction, as it relates to estimating what will happen when actions are taken, the expectations, possible alternatives, and their repercussions on the organization need to be evaluated.

Fourthly, having alternative plans, as they reflect different ways to reach the desired goal or solve an existing problem.

Strategic intelligence plays a major role in making successful decisions in organizations. There is a direct relationship between strategic intelligence and a successful decision-making process that brings success and excellence to organizations and managers.

**Figure 4.** Strategic Intelligence and Decision-Making Elements



The first element of decision-making with SI is foresight, which plays an important role in the process. It helps leaders and decision-makers predict opportunities and threats that may affect the future of the organizations. It leads the leadership to foresee the future implications of the decision, so an appropriate action plan can be put in place. When the decision-makers collect any critical information about the market and the competitors, this would be an important source of SI information while deciding and planning. These critical pieces of information would provide them with the needed wisdom and insight to analyze, explore, and make appropriate decisions about the future of the organization (De Smedt, 2013).

The role of "systems thinking," is the second element of the decision-making process with SI. This step, or element is a method for learning new information and acquiring knowledge about the complex situation. This critical step is the best time to devise plans and strategies to solve complex problems at hand and provide an opportunity to participate in the decision-making process within organizations (Kunsch et al, 2007). When the executive leadership practices the "systems thinking" process, they utilize an analytical approach. This way they become able to link the parts of the system together to understand the problem well and diagnose the real cause of the matter before making appropriate decisions that contribute to organizational excellence (Yurtseven & Buchanan, 2016).

The third step in the decision-making process with SI is 'future vision' which plays another significant role in the process. This step prescribes a better future image of the organizations, so decision-makers aspire and excel in their current situations. The future vision helps leaders identify and analyze competitors' positions and enables them to make sound decisions in response to changes in the business environment and the competition that governs it. SI provides vision to managers and qualifies them to be successful leaders of organizations and make decisions that affect the future of their organization (Rubin & Linturi, 2001; Tonn, 2003).

The fourth element of decision-making with SI is motivation. When leaders are motivated, they can in turn activate the creative abilities of their employees and motivate them to implement the decisions that have been made. SI plays an important role in developing the incentive system in the organization, so employees become more efficient, effective, and able to participate in the decision-making process effectively. With positive morale and attitude, they can care for the employees better and push them to implement the organization's goals in the best way to lead to quality decisions (Depping & Freund, 2012).

The fifth option of decision-making with SI is the role of partnership, which plays another critical role in decision-making for the organization. The organization's ability lies in the possibility of establishing strategic alliances with other institutions.



People with SI tend to form various partnerships and alliances to achieve common organizational goals (Coles et al, 2016). A strategic alliance is an agreement that requires two or more groups of institutions to share their resources to develop a joint project to invest in business opportunities. A strategically intelligent leader makes strategic decisions in choosing strategic partners that increase the efficiency of the organization. This ability increases the success of the organization, benefits from their expertise, and improves the quality of organizational decisions (Saba et al, 2006).

### **CONCLUSIONS**

This study reveals that SI is a critical factor in increasing organizational creativity and excellence. According to research findings, increasing the level of SI enables decision-makers to make faster and more accurate decisions, which contributes to organizations maintaining their competitive advantage in the industry. Leaders with SI are more competent in developing long-term vision, supporting the creative potential of employees, and creating proactive approaches against any potential environmental uncertainties.

It has been observed that SI is directly related to analytical thinking, system perspective, and data-based analysis competencies. These competencies facilitate organizations to optimize their internal processes and adapt quickly to market conditions. In addition, it has been determined that the positive effects of SI are even stronger when employees perceived social support and organizational commitment levels are high. The findings show that SI not only needs to be part of individual leadership skills but also intertwined with organizational culture and dynamic collaboration.

Ultimately, the relationship between SI, creativity, and organizational excellence has a multidimensional structure. Organizations with high levels of strategic intelligence can maximize the potential of employees by creating work environments that encourage innovation, while also developing solid decision-making mechanisms for long-term sustainable success. Therefore, organizations that

consciously develop their SI capacity will become more resilient and flexible in the rapidly changing global business world. In this context, some concrete strategies that can be suggested to develop strategic intelligence in organizations and achieve long-term excellence can be stated as follows:

- Training programs should be organized for managers to develop strategic thinking, system analysis, and foresight skills. These programs should include case studies, simulations, and scenario-based learning techniques. Modules that support the emotional intelligence of leaders should be added to these programs, as empathy is an important component that encourages employee commitment and creativity.
- It is thought that organizations can make decision-making processes evidence-based by using big data analysis tools such as artificial intelligence-supported analysis platforms. Standardizing data collection processes will ensure the integration of market trends, customer needs, and employee feedback into the strategic decision-making processes.
- Open innovation platforms should be established where employees can freely express their creative ideas. Innovative thinking can be supported with activities such as hackathons, idea competitions, and cross-collaboration workshops. To improve employee motivation and strengthen the innovative culture, reward, and recognition systems should be established to reward creative ideas.
- SI should not be limited to the upper management. Regular training and internal communication campaigns should be organized to provide employees with strategic thinking skills at all levels. In this context, SWOT analysis, scenario planning, and future-oriented strategic analyses should be made with routine organizational practices.
- Psychological resilience training should be organized so that employees can cope with stress and make healthy decisions under strategic pressure. Intra-organizational social support networks such as mentor-mentee programs should be established and employees' learning processes from each other should be encouraged.

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