



جامعة الموصل
كلية الإدارة والاقتصاد

إسهام العقلية الاستراتيجية للقائد في الحد من الجمود الاستراتيجي
دراسة تحليلية لآراء المديرين في مديرة بلديات نينوى

رسالة ماجستير
في إدارة الأعمال

براء سدير عبود المحروق

بإشراف
الأستاذ الدكتور
معن وعد الله المعاضيدي

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المستخلص

تستهدف الدراسة التعرف على علاقة الارتباط والاثـر لمتغير العقلية الاستراتيجية للقائد بأبعادها: (التفكير النظمي، إعادة تأطير العقلية، التفكير العميق) في المتغير المستقل الجمود الاستراتيجي بأبعاده: (الجمود المعرفي، الجمود الثقافي، الجمود النفسي). ولتحقيق هدف الدراسة فقد تم اختيار مديرة بلديات نينوى بوصفها ميداناً للدراسة، وباستخدام أسلوب العينة القصدية، وُرِعت (138) استبانة للمديرين المتمثلين بمجتمع الدراسة في المديرية المبحوثة، وكانت عدد الاستبانات المسترجعة الصالحة للتحليل الإحصائي بالغ (94) التي تمثلت بعينة الدراسة الحالية، وعدت (44) استمارة مسترجعة غير صالحة للتحليل الإحصائي لأسباب متنوعة فتم استبعادها للمحافظة على دقة النتائج ، واعتمدت الاستبانة أداة رئيسة لجمع البيانات من العينة المتعلقة بالجانب التطبيقي. استخدمت الدراسة المنهج الوصفي التحليلي لصلاحيته لإجراء مثل هذه الدراسة وتطابقه مع أهدافها، وتم تحليل البيانات باستخدام البرنامج الإحصائي (Smart-PLS4) إلى جانب برنامج (Excel 2021) وقد أثبتت التحليلات صحة فرضيات الدراسة، وأظهرت أن العقلية الاستراتيجية للقائد ترتبط عكسياً بالجمود الاستراتيجي، وأن العقلية الاستراتيجية للقائد تؤثر تأثيراً عكسياً في الجمود الاستراتيجي في مديرية بلديات نينوى، ولكن هذا التأثير كان ضعيفاً، وبذلك يمكن القول تسهم العقلية الاستراتيجية للقائد في الحد من الآثار السلبية للجمود الاستراتيجي في المنظمة المبحوثة.

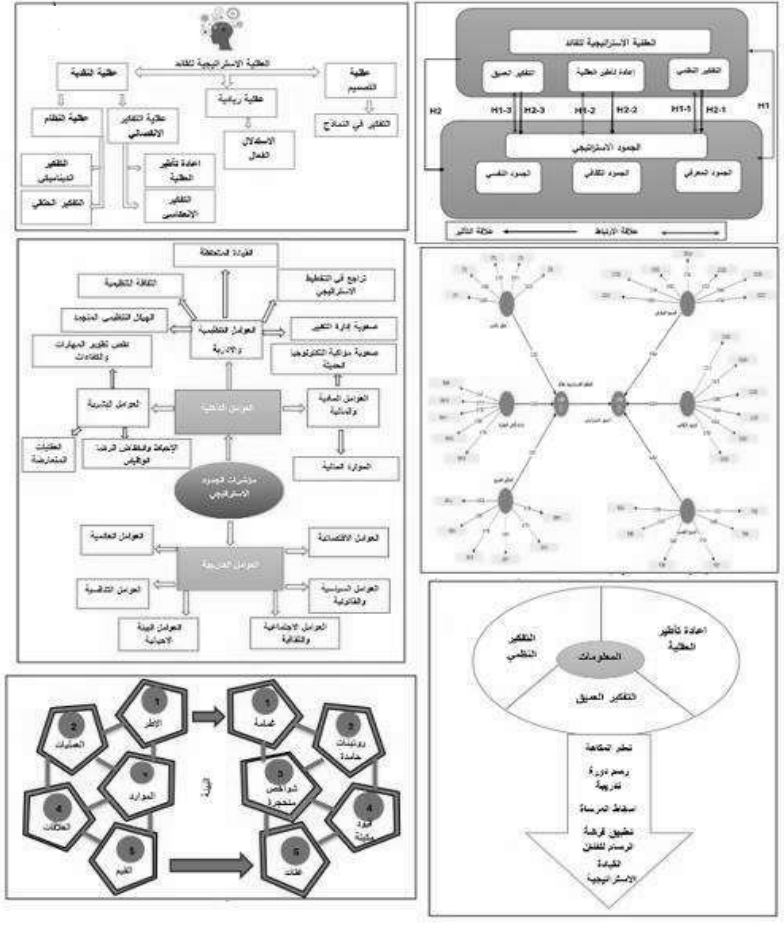
الكلمات الدالة: العقلية الاستراتيجية للقائد، الجمود الاستراتيجي وأنواعه، مديرية بلديات نينوى.

Abstract

The study aims to identify the correlation and effect of the leader's strategic mindset, with its dimensions (systemic thinking, reframing mindset, and deep thinking), on the independent variable, strategic rigidity, with its dimensions (cognitive rigidity, cultural rigidity, and psychological rigidity). To achieve the study's objective, the Directorate of Municipalities in Nineveh was chosen as the study field. Using a purposive sampling method, (138) questionnaires were distributed to the directors representing the study population in the researched directorate. Of these, (94) questionnaires were returned and deemed valid for statistical analysis, representing the current study sample, while (44) returned questionnaires were invalid for various reasons and were excluded to maintain the accuracy of the results. The questionnaire was used as the main tool to collect data from the sample regarding the applied aspect of the study. The study employed a descriptive-analytical approach due to its suitability for conducting such research and its alignment with the study objectives. Data were analyzed using the (Smart-PLS 4) statistical software alongside (Excel 2021). The analyses confirmed the study hypotheses, showing that the leader's strategic mindset is negatively correlated with strategic rigidity. Moreover, the leader's strategic mindset has a negative effect on strategic rigidity within the Directorate of Municipalities in Nineveh, although this effect was weak. Therefore, it can be concluded that the leader's strategic mindset contributes to reducing the negative effects of strategic rigidity in the researched organization.

Keywords: *Leader's strategic mindset, strategic inertia, Nineveh Municipalities Directorate.*

The Contribution of the Leader's Strategic Mindset in Limiting the Strategic Inertia
An Analytical Study of the Opinions of Managers in the Nineveh Municipalities Directorate
Author: Baraa Sadeer Abood AL Mahrooq Advisor: Maan Waadalah Al-Maadhedee
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HIGHLIGHTS	GRAPHICAL ABSTRACT
• The results of the study showed an inverse relationship between the strategic mindset of the leader and strategic inertia. This can be explained by the field indicators in the report of the organization under study, which benefits from the open mindset it uses to improve organizational performance and keep pace with strategic innovation to serve its beneficiaries. • The results of the statistical analysis revealed that the strategic mindset of the leader affects strategic inertia, although the level of influence is below the desired level. The more distinctive the mindset, the earlier inertia can be identified and addressed before it spreads throughout the entire organization, using strategies to overcome inertia.	 The graphical abstract consists of four main parts: 1. A conceptual framework diagram at the top left showing the relationship between strategic mindset (systemic, reframing, deep thinking) and strategic inertia (cognitive, cultural, psychological). 2. A set of hypotheses (H1, H2, H3) in the top right, defining the variables and their expected relationships. 3. A statistical model diagram in the middle left, showing the path from strategic mindset to strategic inertia, mediated by organizational factors. 4. A research methodology diagram at the bottom right, illustrating the process from data collection to statistical analysis and final conclusions.
Keywords: Leader's strategic mindset, strategic inertia, Nineveh Municipalities Directorate.	ABSTRACT The study aims to identify the correlation and effect of the leader's strategic mindset, with its dimensions (systemic thinking, reframing mindset, and deep thinking), on the independent variable, strategic rigidity, with its dimensions (cognitive rigidity, cultural rigidity, and psychological rigidity). To achieve the study's objective, the Directorate of Municipalities in Nineveh was chosen as the study field. Using a purposive sampling method, (138) questionnaires were distributed to the directors representing the study population in the researched directorate. Of these, (94) questionnaires were returned and deemed valid for statistical analysis, representing the current study sample, while (44) returned questionnaires were invalid for various reasons and were excluded to maintain the accuracy of the results. The questionnaire was used as the main tool to collect data from the sample regarding the applied aspect of the study. The study employed a descriptive-analytical approach due to its suitability for conducting such research and its alignment with the study objectives. Data were analyzed using the (Smart-PLS 4) statistical software alongside (Excel 2021). The analyses confirmed the study hypotheses, showing that the leader's strategic mindset is negatively correlated with strategic rigidity. Moreover, the leader's strategic mindset has a negative effect on strategic rigidity within the Directorate of Municipalities in Nineveh, although this effect was weak. Therefore, it can be concluded that the leader's strategic mindset contributes to reducing the negative effects of strategic rigidity in the researched organization. https://uomosul.edu.iq/libcentral E-Mail: central library@uomosul.edu.iq Baraa.24bap82@student.uomosul.edu.iq

**University of Mosul
College of Administration
& Economics**



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Baraa Sadeer Abood AL Mahrooq

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Prof. Dr. Maan Waadalah Al-Maadhede

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