Developing some Strategic Options to Remedy Organizational Derailment

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Abstract

The study deals with strategic options as an independent variable through the option of self-awareness, executive training, feedback, leadership training, and organizational derailment as a dependent variable through its interpersonal problems, difficulty in team leadership, difficulty of change or adaptation and failure to achieve objectives.

The study is to conduct in the Department of Health of Najaf. The study community consists of two hundred and thirty employees. The researcher relies on questionnaire form as a tool for data collection. Hundred and sixty questionnaires are distributed and hundred thirty three answers are retrieved for analysis. The sample in the population was represented by (58%). The research includes two hypotheses to test correlation and impact relationship. The statistical program (SPSS.V.20) is used to analyze the results, and the research comes to accept all hypotheses and concludes that the organization's awareness of the importance of strategic options and its role in remedy remedy many negative situations have a clear effect in reducing negative derailment. However, not achieving the objective required by the organization investigated due to non-interaction with its external environment. The research also recommends the need to adopt clear and valid strategies for achieving the objectives set, and this is by moving away from the development of plans away from reality and the use of skills and capabilities with the potential to develop solutions and address causes.

Key words: strategic options, self-awareness, executive training, feedback, training on leadership and organizational derailment.

Introduction:

Strategic identification is the basis for interpreting the strategic behaviour embodied in the strategic option and its strategic implementation and control. The strategic option is a subject that is both wide-ranging and comprehensive. It is one of the cornerstones of its strategic process to assess and identify strategic elements in the area like opportunities and expected threats that reduce the organization ability to

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benefit from these opportunities and balance them with the elements of internal strength and weakness, and thus address the negative situations that can occur within the organization, including exit from the track and thus achieve the goals. To fully understand the research, it will be divided into four sections. The first section is to show the methodology of the research. The second section will be devoted to the theoretical aspect of the research, while the third is to present the practical aspect of the research. The fourth section presents the conclusions and recommendations of the research.

Section One: Methodology of Research

The Problem

Today's working conditions are different than those in the past and the environment has become more complex and ambiguous, forcing many leaders to get out of the specified direction, a process that many organizations today are calling for, where the failure rate of leaders is estimated (30-50%), but most cases of organizational derailment are predictable, so it is necessary to continue to explore the causes of this concept (Sejeli & Mansor, 2015: 22).

A study of (Inyang, 2013:83) indicates researches that tackles the topic of leadership emphasized the positive aspects without focusing on its dark side, thus the derailment of the leadership involves in the case of organizational derailment wasn't comprehensively researched, despite the failure of organizations, scandals and bankruptcy in various organizations around the world and directly related to the derailment of leaders. The causes of this derailment identify, which attributed to the lack of skills and leadership competencies and requirements for functional responsibility. The study recommended remedy this derailment by relying on some strategic options, including executive training, leadership training, self-awareness and feedback methodology.

1-What are the intellectual and conceptual foundations of strategic options?

2- What are the intellectual and conceptual foundations of organizational derailment and its dimensions?

3- Is there a correlation between strategic options and organizational derailment?

4- Is there an impact of strategic options on organizational derailment?

The importance of research is after the formulation of the problem of research and its main questions, so we endeavor to mention the importance of research that stems from the importance of scientific and practical aspects. In the scientific side, the research will provide a summary about the most important ideas of researchers and the search

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variables, strategic options and organizational derailment, taking into account the originality of sources and resiliency and search engines and its scientific journals. The practical aspect is reflected in the practical aspect of the research variables, in addition to making realistic recommendations for the sample of the study regarding their belief in the development of the strategic options of leaders and thus positively reflected in improving the overall performance of the organization and reducing the risk of organizational derailment.

Research Objectives:

After the formulation of the research problem and its scientific and practical importance, it is necessary to mention a set of objectives that it seeks to achieve after the completion These objectives are as follows:

1-Identifying the intellectual and conceptual foundations of strategic options.

2-Identifying   the intellectual and conceptual foundations of organizational derailment and its dimensions.

3-Testing the correlation between strategic options and organizational derailment.

4-Testing the relationship of the impact of strategic options in the organizational derailment.

Research Plan:

The research outline shows the group of logical relationships that can be in the form of quantity or way or combine both the main features of the reality that you are interested in. The research plan is to design as a default scheme by studying the relations identified by the problem of the study and its questions, which illustrates the research variables, strategic options and organizational derailment. ". In the light of the research problem and its objectives, the researcher develops a hypothetical diagram that shows correlation relationship and impact and its directions.
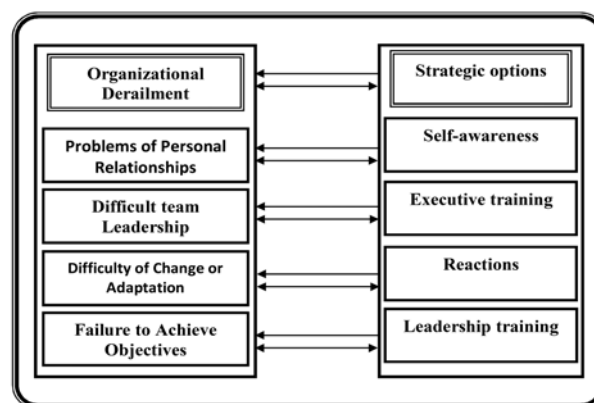

Figure (1) Hypothetical Diagram of Research

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Research Hypotheses:

The first main hypothesis: There is a relationship of significant correlation between the strategic options and organizational derailment at the macro level. This hypothesis branch down into the following:

a. There is a statistically significant correlation between self-awareness and organizational derailment.

b-There is a statistically significant correlation between executive training and organizational derailment.

c-There is a statistically significant correlation between the methodology of reactions and organizational derailment.

d-There is a statistically significant correlation between leadership training and organizational derailment.

2-The second main hypothesis: There is an impact relationship of significant indication for the strategic options in the organizational derailment at the macro level. This hypothesis branch down into the following:

a. There is a statistically significant impact relationship of self-awareness in organizational derailment.

b. There is a statistically significant relationship of impact to the executive training in organizational derailment.

c-There is a statistically significant impact correlation for the reaction methodology in the organizational derailment.

d. There is a statistically significant impact relationship of leadership in training organizational derailment.

The Limits of Research: The research is based on spatial, temporal and human boundaries as shown below:

1-Spatial limits: The spatial boundaries of Najaf Health Department in Najaf Governorate.

2-Temporal limits: The temporal boundaries of the research ranged from 20/9/2017 to 15/1/2018.

3-Human limits: The human limits of the research is the administrative staff working in Najaf Health Department.

Data collection tools: The research uses data collection tools which are:

1-**Various Scientific Sources**: The research relies on a collection of academic writings, research, theses and dissertations related to the research variables, as well as access to the internet is provided by

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excellent sources used by the researcher to enrich the different aspects of the research.

2-Personal Interviews: The researcher conducts a series of personal interviews with the staff of Najaf Health Department in order to clarify the questionnaires and answer their personal questions.

3-**Questionnaire**: The research is based on the questionnaire form (45) items which covers the main and secondary research variables as a main data collection tool, which is distributed after being revised.

Eighth: **Methods and Statistical Programs** : In order to achieve the objectives of the study and analysis of data and test hypotheses, the research uses a number of statistical methods to analyze data , such as simple and multiple regression analysis, Morality test (T) and (F), SPSS v.20 program, Microsoft Office Excel 2010).

Ninth: The research population and its samples: The research community reached (230) employees. For the purpose of identifying the research population, a sample of (133) employees is selected.

Section Two: The theoretical aspect of the research

Independent Variable: Strategic Options

1-Concept of Strategic Options

The strategic option is the result of the process of interaction between decision-makers and the environment surrounding decision-making (Glueck ,1980 - 286), and has been identified by (Sawyer) as an alternative from set of alternatives that have been identified and evaluated, compared to each other and selected as the best and most appropriate in achieving the desired objectives. Thus, the strategic option is a process of aligning the strengths and weaknesses of the organization with opportunities that the organization can seize or the threats that must be avoided and in turn this is directly related to the process of selecting or defining the strategic alternative (MgGlashan).Thus, the strategic option is the best alternative that achieves the mission and objectives of the organization in particular and the society in general, which in turn adopts a deliberate or chosen strategy from the point of view of beneficiaries and senior management (Ajam, 2007: 105). The strategic option is defined in terms of the strategic option and its role in the success of the strategic process, the more precise the strategic option is based on the criteria adopted by the decision-makers and those who are in the position of responsibility, the better results and the objectives achieved that all organizations try to reach. Some of the most important strategic options, that have been identified,   that have a significant and effective role in achieving efficiency and skill among the leaders of the

organizations, and if these options that will be mentioned later, this leads the leaders to promote the clear and real performance in the organizations they work in and in various practical areas It made. Thus, it is possible to say that the most important options that leaders must have are the following: (Sejeli & Mansor, 2015: 22),the options according to classify(Inyang,2013:83)

1: Self-awareness

Self-awareness is a starting point for the beginning of the foundations of leadership and professional success. Self-awareness efforts create many opportunities for self-knowledge to gain more awareness and learn more from ourselves, accompanied by a sense of confidence and strong confidence. Therefore self-confidence must be linked to accurate self-assessment to be consistent with reality, not to grasp the correct skills and general abilities of the individual. Self-awareness is the first component of emotional intelligence. It means understanding people's deepest emotions, weaknesses, strengths, and needs in their daily lives, as well as being the engine, motivation, and advantage that they have. The people who enjoy it and those are strong and do not care about criticism and are not optimistic and honest with themselves and with others so they know how their feelings can affect in others and their performance also, so the person who is self-consciously regulates his or her time carefully and does his or her job well in advance (Qurna, 2013: 165). Through via self-awareness, these leaders can have the ability to understand the strengths, weaknesses and limitations and how to collect information and treat them and how to deal with the ambiguous and exhausting attitudes and how we view and interact with others. It is indispensable in leading organizations. Self-awareness is linked to the effectiveness and impact of management and leadership for two main reasons :

a. Self-awareness is the basis for behaviours and skills such as goal setting, effective communication, listening, preparation, stress, and time management. Things are better for us in skills such as listening and stress management and our awareness and understanding of ourselves improves through these things or contents(Inyang, 2013: 65).

b. A strong sense of favouritism and inclination to identify sources of conflict, to choose appropriate strategies, and to manage personal relationships and conflicts is essential. It is hard to be a good manager because you do not know the points of your strength or weakness and whether you need help or not. You do not know what are the most difficult situations for you. Effective managers are fully aware of their strengths. They use self-knowledge for motivation and persuasion, and are more likely to be successful in their work(Inyang, 2013: 65).

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2: Executive Training

Most researchers believe that training is an essential part of the duty of businessmen who lead organizations and companies, especially in the field of business. Thus, it is expressed as a planned activity that aims at developing knowledge, abilities and psychological skills to change the behaviours of individuals and enable them to achieve the goals that the organization seeks. (Al-Rabeaa, 2014: 9). Effective training has been defined as a change in the individual's (trainee) behaviour. It is, therefore, the process of delivering new knowledge, abilities and skills that improve performance. In addition, it is an organized activity that has gained formal setting through courses and training courses held within the organization (Al-Hmery, 2008: 13). Training is of great importance in the process of success of the business and enables the leaders to perform their roles to the level that achieves the goals set, the training may be used as one of the important tools that help to achieve the effectiveness and achieve the desired goals of the Organization. The organizations, especially the economic ones or those seeking profit, have goals to reach. Experiences and expertise have proved that effective training is the main means to achieve those goals. Therefore, one of the successful means is the preparation of personnel. Training in reality cannot be for one time only if the management of the organization is to train all employees at a specific time, so it is completely wrong because this speed of training is not enough because changing conditions and circumstances which lead to change even in goals and objectives set (Al-Rabeaa, 2017: 15)

3. Methodology of Feedback

The system of reactions or what is called reverse feedback should be available in all management systems to achieve the wishes and achievements of the workers and their reactions to the performance in the organization, where most companies are to control the comprehensive resources and make important improvements to the principles of quality in the field of statistical control and focus on customer and continuous and working teams. Japanese adopted this concept at a time when the US gave it up. The Americans relied on quantitative management when the whole world was in need for the US products to be available in the markets. But America was not aware of the dangerous situation it was in. Japan was able to restore its shattered state and control a number of international markets, especially in the automotive and electronics industries. But America lost many of its markets and the policy adopted by the Japanese (feedback) was able to promote and recover economy and achieve total quality management (Gameel, 2016: 181).

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The feedback is one of the key success factors that leads to the success of the company and is a key element in that it starts from control and returns to planning and can lead to different adjustments to change objectives and decision-making methods and change the system of rewards (Al-Saed, 2013: 68). It can be said that feedback is an element of management. It is information that carries specific messages and guidance from the concerned parties, showing them the mechanism of work in the system and its compatibility with the established achievements. Therefore, feedback works to link outputs, processes and inputs with each other (Al-Mousai , 2008 : 39).

4. Leadership Training

The term leadership refers to a social phenomenon that arises from the nature of human society. When there is a group that works to achieve common goals, there is a leadership that coordinates and organizes the efforts and activities of the members of this group to achieve those goals. (Abed , 2016: 318) Gary Yuke has spoken about this concept describing it as an impact on the process of setting goals as well as the extent of the group's adherence to them and unite with them and influence the culture of the organization in a clear way. Leadership is one of the most interesting topics for administrative thought .The concept of leadership can be defined as a set of features and skills characterized by the leader and the crisis to do leadership task. (Al-Nadawi , 2004: 24).

Some management researchers have pointed out that the traits that an individual enjoys within his or her group, which makes him or her a leader, (personal traits) are the ones that make the leadership and make that person able to lead the team skillfully. (Hashem , 2010: 112). In addition, it is the circumstances that creates leaders and make them prominent. Thus, Leadership is not only related to the personal qualities possessed by the leader, but there are relative characteristics and traits associated with a particular leadership situation or circumstance. Leadership is based on the characteristics of the workers in determining their appropriate leadership behaviour, where the main factor is the readiness, in which the workers differ (Nagem , 2011: 83). And by analyzing the process of interaction among the three axes of the process of leadership - the leader and subordinates and situations - in pursuit of the goals of the same leader and subordinates and administrative organization, (Al-Qahtani, 2001: 45). It is well known and obvious that the business environment is changing at an accelerated pace, leaving behind conditions that the individual is unable to solve, deal with or interact with. Here comes the role of leadership of the need to develop the skills of the leader in dealing with crises and how to solve problems in

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creative ways, and avoid traditional ways of dealing with emergent situations.

Dependent Variable: Organizational Derailment

1. Organizational Derailment

The jurist (Hero) defines the organizational derailment as a defect committed by the administrative authority when it takes a decision that falls under its specialization, taking into account the form of the law and obeying literal laws for other purposes (Khafaji &Rakhas, 2014: 114) of those for which authority is granted. On the social side, derailment is defined as any behaviour that violates social norms and, if repeated with persistence, requires the intervention of social control devices (Al-Doree , 1991: 1). From the point of view of psychology, the personality of the individual plays an important role in the process of derailment, with the increased risk of extreme behaviours that occur when the leaders under pressure and a lot of previous studies in this area are related to the understanding of personality disorders such as (non-social personality in which people may show interest to feelings or narcissism where the individual reaches self-belief and self-respect to a dangerous point so that their assessment of situations is far from realistic and negatively affects others around them (Derailment'2010: 50).

Organizational derailment is defined as the tendency towards the straight line and in other words voluntary behaviour that violates the regulations and thus threatens the well-being of the organization or its members or both. (Halibi, 2003: 11) The organizational derailment is the troubled and dark road accompanied by fear. The one who follows derailment will be miserable and fatigues and tiredness. Organizational derailment is moving away from the track which may be associated with the absence of strict organizational behaviour or destructive organizational behaviour (Head, 2013: 2). Organizational derailment is defined as the situation in which a leader in an organization is perceived as qualified and able to assume that senior positions in the organization lead to a good end and thus do the opposite (Sejeli & Mansor, 2015: 10).

2. Dimensions of Organizational Derailment

Senior executives have indicated in their interviews and explanations why individuals are off track despite their ability to achieve the desired results. The results show that these reasons are due to administrative deficiencies. In diagnosing the "dark side" that misleads or justifies the manager's interpretation of certain behaviours, making him make decisions that are away from credibility (McCartney & Campbell, 2006:

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17). He points to this concept by identifying the five dimensions mentioned below, which is one of the most important criteria defined for derailment depending on what it has been said, which can be clarified as follows: (Jubouri et al, 2017: 10)

A. Problems with Personal Relationships

Most of the problems that occur in companies, whether between managers and employees or among workers themselves, lead to the organizational isolation resulting from the authoritarian practices of managers, in terms of isolation of employees and arrogance in their behaviour, and excessive sensitivity to others, and to be away from the community, and being cautious and skeptical , and ignited. These characteristics or personality traits appear to be consistent with individuals who do not have good interpersonal relationships (Gentry et al., 2015: 35). It is the negative personality traits of the individual that contribute to the derailment of managers, which can be diagnosed by measuring the behavioural trends (such as being overly emotional and making them prone to derailment), and some negative personal traits such as arrogance that resulted from their belief to be able to know all solutions to all problems that surround the organization, so it is necessary to shed light on the negative personality traits and some characteristics that enable us to understand the roots of the derailment for managers .Some of the destructive characteristics of the manager's derailment, which would be part of the practices that failure managers used to . These practices are undesirable and affect the context of work and its results would be to the contrary to the desirable (McCartney & Gooding, 2013: 35).

B- Team Leading Difficulty

The manager fails to lead the staff effectively, as they are unable to build an effective team and not to build the team properly, and are unable to deal with conflicts that occur at work or within the team itself, as most of the problems originate from the team environment and for such a purpose leadership should be consistent with developments and events outside the team; moreover, leaders have a responsibility to interpret and identify events that surround their team environment. The difficulty of leading the team lies in the weakness of diagnosing the problems that can hinder the team's work, as well as its inability to harmonize with its team and to form an integrated and difficult team to develop appropriate solutions to the problems experienced by the team (Zaccaro et al., 2001: 50).

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T. Difficulty to Change or Adapt

One of the important dimensions in the leadership process is the difficulty of adapting to the continuous developments and changes that occur, which requires adaptive function practiced by the same manager based on the adaptive leadership of the dynamics and desired conditions that help to create encouraging contexts through which to ensure not to deviate from the goals set. But if management lacks these characteristics, adaptation of new events will be very difficult That is, the manager is unable to adapt to different events or the lack of appropriate character pattern, and the inability to grow and learn, develop, and a weakness in strategic thinking, which makes it difficult for the manager to adapt or change in flavour. (Bien & Marion, 2009)

C-Failure to Meet Business Objectives

Research is needed to examine the relationship between individual and management practices that a person performs, especially when considering the costs of career derailment. This is by training managers to make decisions based on factual and unambiguous information (Gentry et al., 2015). Failure to meet organizational goals is the result of over-ambitious, lack of follow-up or poor performance.(Zaccaro et al., 2001: 35), The inability of management to develop solutions commensurate with the magnitude of the problem that hinders the objectives of the work due to the weakness of the search for information that contributes to solving this problem and the lack of coordination in the management of the organization's resources. As well as poor management in the coordination of material resources. The use of information makes no use in solving problems that hinder the objective to be achieved.

Third Section: The Practical Aspect of Research

First: Testing the hypotheses of the correlation between the main and secondary research variables:

This part of the research deals with a statistical presentation through which the correlation between the study variables (Strategic options and organizational Derailment) is tested and analyzed according to the research plan and hypotheses. The hypotheses are as follows:

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Table (1) The correlation matrix for the main and sub-variables

No.	Explanatory variables	Response variables									
		personal relationships problems		Team Leading difficulty		Difficulty in changing or adaptation		Failure to achieve objectives		Total Organizational Derailment	
		R	T	R	T	R	T	R	T	R	T
1	Self-awareness	-0. 47	3.75	-0. 51	2.67	-0. 47	4.79	-0. 43	3.62	-0.56	4.65
2	Executive training	-0. 41	3.33	-0. 42	3.45	-0. 55	3.32	-0. 40	4.67	-0. 49	3.32
3	Feedback	-0.39	3.26	-0. 38	2.78	-0. 41	3.57	-0. 36	3.45	-0. 51	3.48
4	Leadership training	-0. 48	3.94	-0. 47	3.67	-0. 37	3.48	-0. 38	3.74	-0.56	3.45
5	Total strategic options	-0. 63	3.48	-0. 51	4.57	-0. 57	3.89	-0. 48	3.49	-0. 52	3.66

n=133 Source: Prepared be researchers

1-The First Main Hypothesis: There is a significant correlation between the strategic options and organizational derailment at the macro level. The data of table (1) shows that there is a medium negative correlation between them(-0. 52). The value of (T) calculated is greater than the tabular value of (1.65) and therefore this hypothesis is not rejected.

2-The First Sub-Hypothesis: There is a significant correlation between self-awareness and organizational derailment at the macro level. The data of table (1) shows that there is a medium negative correlation between them (-0.56). The value of (T) calculated is greater than its tabular value of (1.65) and, therefore, this hypothesis is not rejected.

3-The second sub-Hypothesis: There is a significant correlation between executive training and organizational derailment at the macro level. The data of table (1) shows that there is a medium negative correlation between them (-0. 49). The calculated value of (T) is greater than the total value of (1.65). Therefore, this hypothesis is not rejected in this study.

4-The Third Sub-Hypothesis: There is a significant correlation relationship between the feedback and organizational derailment at the macro level. The data of table (1) shows that there is a medium negative correlation between them (-0.51). The value of (T) calculated is greater than the value of the table (1.65) and therefore, this sub-hypothesis is not rejected.

5-The Third Sub-Hypothesis: There is a significant correlation relationship between leadership training and organizational derailment at the macro level. The data of table (1) shows that there is a medium negative correlation between them (-0.56). The calculated value (T) is

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greater than its scheduled value (1, 65) , therefore, this hypothesis is not rejected.

Second: Testing the Hypotheses of the Relations of Influence Between the Main and Secondary Research Variables:

It is clear from the second paragraph that there are significant negative correlations between variables. These relationships indicate that there is a correlation and these relations don't identify the amount of effect between the variables of the study. Therefore, the study hypothesizes that there is significant relations of influence between independent variable (strategic options) and the response variable of the study (Organizational Derailment). Therefore, one main hypothesis has been developed and is broken down into four hypotheses. All hypotheses will be tested, respectively, as they appear in the research plan.

Table (2) Relationship coefficients between strategic options and organizational derailment

Sample	(β) coefficient	B	(t)calculated	F Signification
Constant	3.43		9.45	0.012
Self-awareness	0.169	-0. 266	3.12	0.023
Executive training	0.126	-0.275	4.86	0.001
Feedback	0.174	-0.374	4.85	0.013
Leadership Training	0.149	-0.344	6.27	0.004
Total strategic options	0.514	-0.492	6.37	0.004

n=133 Source: Prepared be researchers

1-The First Main Hypothesis: There is an impact of strategic options in the organizational derailment at the macro level. According to table (2), the value (X) according to test (T) whose calculated value on sample level is (6.37) and that is higher than its tabular value (1.65) In the light of the regression equation, the constant (a = 3.43) indicates that when the strategic options (X) are zero, the value of the organizational derailment (Y) = (3.43). The marginal slope value at the level of the study sample is (β = 0.492) The accompanying (X) indicates that a change of (1) in the strategic options leads to a negative change in the regulatory derailment by(0.492), so this hypothesis is not rejected.

2-The First Sub-hypothesis: There is the impact of partnership in self-awareness at the macro level. According to table (2) the significant value (X) and the test (T) the value of (T) calculated at the level of the study sample (3.12) which is higher than the table value (1.65). The marginal slope value at the sample of the study reaches (β = -0.226) and

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accompanying (X1) indicates that a change of (1) in self-awareness leads to a negative change in the organizational derailment in the same amount, so this hypothesis is not rejected..

3-Sub-Hypothesis: There is the impact of partnership in executive training at the macro level. According to table (2), the value of (X) according to test (T). The value of (T). That is calculated at the level of the study sample (4.86) is greater than the table value (1.65). The marginal slope value at the sample of the study reached (β = -0.275) and accompanying (X2) indicates that a change of (1) in the executive training leads to a negative change in the organizational derailment in the same amount, so this hypothesis is not rejected.

3-Sub-Hypothesis: The impact of partnership in feedback at the macro level. According to table (2), the value of (t) calculated at the level of the study sample (4.85) was greater than the table value (1.65). The marginal slope value at the sample of the study reached (β = 0.374) and accompanying (X3) indicates that a change of (1) in the feedback leads to a negative change in the organizational derailment in the same amount, so this hypothesis is not rejected.

5-Sub-Hypothesis 4: The impact of partnership in leadership training is at the macro level. According to table (2) , the value of (T) calculated at the level of the study sample (6.27) was greater than the table value (1.65). The marginal slope value at the sample of the study reached (β = -0.344) and accompanying (X4) indicates that a change of (1) in the leadership training leads to a negative change in the organizational derailment in the same amount, therefore, this hypothesis is not rejected.

Section Four: Conclusions and Recommendations

First: Conclusions

 1-The organization's awareness of the importance of strategic options and its role in addressing many negative situations have had a clear effect in reducing negative derailment. However, not achieving the desired objective of the organization is due to its non-interaction with its external environment.

2-The ability of the managers of the organization to identify and diagnose negative situations and deal with difficult situations led to the reduction of problems that arise as a result of the manager's relations with subordinates as well as their attempt to address the conflict within the departments..

3-Identifying the importance of continuous training according to the actual need and programs developed shares the diagnosis of problems in a realistic manner, but the treatment is still below the required level..

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4-Identifying and diagnosing the negative conditions of all the systems within the organization and creating a culture of reliance on feedback led to the diagnosis of the imbalance, but the justification for not making the necessary changes still exists, as well as the lack of strategic thinking to suit the current situation..

5-The continuous use of managers to the methodology of training to improve their leadership skills and address the lack of some citizens led to the recognition of the importance of open direction with the need to develop clear plans, but the application is still below the level of ambition.

2: Recommendations

It is necessary to adopt clear and sound strategies for how to achieve the objectives set, and this is by avoiding to develop unreal plans and the use of skills and capabilities with the potential to develop solutions and remedy the causes.

2- Managers, on all levels, must go through management courses specialized that highlight on the way managers deal with their employees to improve the relationship between the manager and employee, which is reflected positively on the mitigation of problems and reduce conflicts.

3-Inculcate the culture of change resistance to managers and employees to increase their ability to adapt to changing events, and this is done through the establishment of clear   programs and intensive courses to propagate that culture.

4-Increase the focus on the importance of strategic thinking after reviewing the previous plans and waste in spending without achieving the desired goal, i.e., the listing of events and activities that were made without relying on systematic strategic thinking.

5-The need for openness of the senior management to develop the provision of health service in developed countries through the dispatch of the concerned personnel in accordance with programs designed for this purpose away from negative tendencies and trends.

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