The Philosophic Vision of the Relationship between the Strategic Thinking and Management of Prudence

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Abstract

The strategic thinking is an innovative operation in looking up at the future starting from the past. And the present concerns about treating shrewdness, and results from it an integrated perspective for the future of the organization, through an interactive operation resulted in the best employment of intuition and innovation in the drawings of the future strategic trends. It is the main outlet from the complications of the present age, preparing for transferring from the strategic management, the management of prudence. It concerns about specifying the future and the goals we seek to achieve, and it directly connects with the concept of strategy and management of prudence. It is the technique chosen by the administration to get benefit from the available resources to achieve the best results. Therefore, the researcher followed the analytical inductive method of the theoretical literature and results of the previous studies; the Arabic and the foreign related with the subject of study, aiming at extracting the relationship that connect the strategic thinking with the prudence management philosophically, that is, through answering the following questions:

The first question: What do we mean with the strategic thinking and its patterns?

The second question: What do we mean with management of prudence and its dimensions?

The third question: What is the relationship that connects the strategic thinking with the management of prudence philosophically?

The study had deduced the definition of the strategic thinking and its patterns, and the management of prudence and its dimensions, reaching to inventing the relationship that connects the strategic thinking with the management of prudence philosophically.

Key words: philosophical vision, strategic thinking, and management of prudence.

Introduction

The renewed needs and the hastening changes imposed the needs of organizations to the elastic and constant strategic planning, which the strategic thinking is considered a basis of it, being a larger method of thinking on the basis of daily in the objectives the occupation, the team and the organization, and it is instructed at the form of the long-run with a point of view more systematic with the environment, and it is also considered a disciplined thinking, with concentration firstly on the special results hoped for in the organization. Also the strategic thinking concentrates on the different constituents of the organization and results of the work that assist directors on reconnoitering the basic factors that assist to achieve the hoped results, reaching to management or produce.

The contemporary strategic thinking had been so much filled up, at the Mid-Nineties of the past century and the beginning of the present century, with a number of the contemporary subjects and the non-classical variables, which were imposed by the environment of the consecutive innovation, the hastening exchanges, the strategic intelligence, and the marketing competition learning on the available resources. The most prominent of those subjects (strategic thinking, strategic intelligence, competitive intelligence, talent management, management of prudence), and inspite of the enlighted and accepted

research efforts in explaining these subjects and analyzing their contents, but there is a number of cognitive issues still need more of research and investigation. Stewart (2001) had indicated in the introduction of his essay towards the organization of the future till the pyramidical traditional administration had become ancient and non-contemporary, and had departed practicing it because of its un ability to get in harmony, and favouring the environmental changes represented in rising averages of risk in decision-making and cost of mistaken decisions, in addition to restrictions and economic burdens and the change of clients' tastes change, and the increase of competition sharpness and the hastening technological development. The previous raising harmonizes with what (Jarat et.al., 279: 1998), that means the traditional techniques in administration became unable and incapable of confronting the challenges of the environment of the confused deeds and their requirements.

The management of prudence trustfully accompany with a number of substantial strategic approaches in the strategic thinking and accompany the soul and life. This is evident in the strategic thinking, for the past two decades overflowed with hot arguments about features of the strategic thinking and its significance and its effect in building the successful strategies in the different organizations (Lan Wilson, 1994) cleared in his research about the strategic thinking the features of that thinking and its requirements, clearing that the trends in this heavily burdened period with the consecutive variables, he is obliged to transfer from the strategic planning to the strategic thinking and strategic management (Naseriddin, 2013).

(Clement & Jacques) look in the same direction in the ability to form an imagination about prudence, that it can reinforce the possibilities of the strategic thinking amongst the executives and from their look up at and expecting the reactions of others (Mckenna & Rooney, 2005: 01). The ideas raised by (Kilburg) in this respect that the correct responses may be initiated by directors at dealing with others; like the ability of self-control, and the personal shrewdness, which concern with what occurs of interactions among persons. All these responses granted by prudence lead to proficiency of the strategic thinking, building the logical deduction, possibility of imagination, ability to adopt points of view at the long run, ability to effectively talk with others and attract them, and all what leads to achieving the irritable self-management, which shows apart to a group from what prudence means in the administrative or leading context (Mckenna & Rooney, 2005: 10; Naseriddin, 2013). From here considered the ability to take the points of view learning on prudence at the rank of reinforcing abilities of the available strategic thinking amongst executives (Mckenna & Rooney, 2005: 14).

From studies that discussed the strategic thinking and prudence or wisdom management (Statler et.al., 2003) study, which aimed at describing the process of building the strategy across return to the Aritotelian concept in Wisdom (prudence) or Practical Wisdom, learning on that Aristotles views in the practical Wisdom included a better ability on decision-making, doing the deeds, that promote for the good life, and distinguishing the scientific cognition, intelligence from the practical wisdom in accordance with the Aristotelian concept, from the practical Wisdom that leans on the strategic operations. And the research showed that some keys of the existential differences, which appear in researches of the strategy were specified before Aristotle, that is, before 2500 years nearly past. The research had concentrated on the contemporary explanations of this concept in the over-flow of researches, which approaches the strategy. It had deduced that the practical wisdom can be developed across joining the explanatory talk and in the rich experience with the beauty frontages, and soughed to reframe the strategic operations, opportunities to develop the human abilities in the field of the practical wisdom, and to the how by which the theory of building the strategy and its applications, in which light wisdom is clear, can be distinguished and from its counterparts during which wisdom is not cleared. And in the same time the research dealt with answering the prominent questions in what concerns the relationship between the organizational existence and the purposed action, clearing that Aristotle had encouraged builders of the strategy by recognizing the fact of complication without complete surrender to the idea saying: the accurate formulas of actions can be connected with certified results and wished at application. And so

building the strategy and bases of the practical wisdom were the main variables of this research (Naseriddin, 2013).

But (Trowbridge, 2005) his study had aimed at raising what the studies provided, which it scrutinized, in an attempt to watch the possible dimensions to authorize the wisdom as a unique ability enables transfer with the purposed human action to high ranks, for dealing with studying samples of wisdom was done, illustrating that those samples are one of the suggestions that were diagnosed in front of this dissertation and describing it that it is truly considered demanded and important researches and they should be depended. It also described many studies about responses submitted by normal persons to a questionnaire designed in accordance with the measures of Likert's type about the wisdom, clearing that studies about the people, who specialized efforts for the wisdom may call in listening to them and examining them. It is by that grants this dissertation a certain authority in using identical measures in accordance with the same principle in its attempt to watch the trends of labour societies towards authorizing the management of wisdom in inclusion of the strategic challenges.

And (Lloyd, 2005) made a study aimed at reconnoitering the contact of the administrative organizations with developing the institutional wisdom. It had shown that there are some methods to develop the institutional wisdom and from its method is developing innovation, that is, across developing an open administrative organization, and criticisms were directed to the organizations, which initiate to concentrate their efforts on developing technical abilities, and neglecting the development of the institutional wisdom of their individuals and organizations, though the technical abilities couple with the stability and validity of the environment. A study had been executed by a British professor, who had his large sharings in the field of Wisdom, but it covered surveying books published in Britain and the United States and else. It had included a fast survey covered eighteen prominent books about management of cognition, to discover that three books only had concerned about the subject of wisdom at a satisfactory form.

Meanwhile (Dunn, 2005) did a field study in the University of California Davis, and leant to what the study called the wisdom project, for the study mainly aimed at surveying views of a number of universities graduates amounted to 1000 university graduates, formerly studied traits of wisdom at an academic form in the organization, and their variables were including a study of wisdom, and the connection of that in building imaginations about facts, and things. The study deduced a group of deductions the most important of which were: that the spiritual research by the relationship with Allah was a mutual specified characteristic in most of the answers, the discussed sample. And starts from this imagination, the building of intellectual organizations, which lay dividends of looking at things, accepting them, believing in them or rejecting them, and building the previous logical causative relationships to explain the phenomena, incidents, and trends.

And Addouri and Saleh's study (2007) aimed at rising the role of building scenarios in activating the strategic thinking in labour societies in a changeable world, characterized with hard competition and consecutive innovations describing the strategic thinking a contemporary introduction and an intellectual pattern shares in achieving appropriateness between the organizational possibilities and reality of competition, and the future of the organization. The study had deduced numerous results, the most prominent of which is authorizing building senarioes activating the strategic thinking across achieving the intellectual motion and procedural of the indicated thinking practices and embodying them through building these senarioes.

But Al-Momani's (2011) study had aimed at reconnoitering the extent of adopting the administrative wisdom and its effect in the effectiveness of strategic decisions in the universities, concerning Amman city. The sample of study consisted of (159) individuals, and deduced a number of results, of them: the private universities leaderships in Amman city adopt the dimensions of the administrative wisdom (looking up to see, comprehensiveness, integration and governance) at the indication level ($\alpha \leq 0.05$), and existence of relationship with statistical indication among the dimensions

of the administrative wisdom (looking up to see, comprehensiveness, integration, and governance) in the private universities in Amman city at the indication level (α ≤ 0.05) and the existence of effect with statistical indication of the administrative wisdom (looking up to see, comprehensiveness , integration, and governance) on the effectiveness of the strategic decisions from obligation with standards of guaranteeing high quality, conserving and attracting efficiencies and the competitive strategy in the private universities sector in Amman city at the indication level (α ≤ 0.05), and existence of differences with statistical indication in the private universities leaderships in Amman city adoption of the administrative wisdom with its dimensions (look up to see, comprehensiveness and governance) due to the difference of the occupational name of those leaderships at the indication level (α ≤ 0.05).

Naserieddin's study (2013) aimed at pin-pointing the effect of the strategic thinking patterns (comprehensive thinking, abstractive thinking, diagnostical thinking, planning thinking, and thinking with the logic of systems) of the higher leaderships in the private Jordanian universities on the management of wisdom with its elements (looking up to see and vision, intuition, comprehensiveness, integration and governance), in addition to recognizing the differences in patterns of the strategic thinking of the higher leaderships of the private Jordanian universities if available, due to the difference of (number of years experience and the occupational name). And the community of study consisted of the private universities in the Hashemite Kingdom of Jordan and their number is (14) universities. But the sample of study had covered the university leaderships at those universities, represented in (universities presidents, vice – presidents of universities heads of trustee councils, members of trustee councils and the deans) and their number is (263) persons.

And to achieve the objectives of study, the descriptive analytical method was used, and the applied technique was employed to collect data and analyze them and examine the hypotheses through a questionnaire that used a main instrument to collect information, and was developed by an elite group of researchers and writers in the field of the study variables, consisted of (46) paragraphs. A number of means and statistical techniques, the most prominent of which the arithmetic means and standard deviations, and T.Test for one sample and analyzing the two descending the simple and the manifold. And after doing the process of analyzing the data of study and hypotheses, the study deduced a number of results, the most prominent of which is: existence of effect with statistical indication of the strategic thinking (comprehensive, thinking, abstractive thinking, diagnostic thinking, planning thinking, and thinking with the logic of systems) for the higher leaderships in the private Jordanian universities on the management of wisdom (the looking up to see and vision, intuition, comprehensiveness integration, and governance) at the level of indication (α ≤ 0.05), and existence of differences with statistical indication in patterns of strategic thinking for the higher leadership in the private Jordanian universities among individuals of the sample of study, who have years of experience from 11-15 years. And individuals of the sample of study, who have years of experience (16) years and more, that is, for the interest of the individuals of study, who have (16) years of experience and more, and non-existence of differences with statistical indication in patterns of the strategic thinking for the higher leaderships in the private Jordanian universities, due to the difference of the occupational name at the level of indication (α ≤ 0.05).

They were the most prominent deductions of the study that the strategic thinking was considered a larger method of thinking on a daily basis in the objectives of the organization. And it is also considered a disciplined thinking with concentration on the wished special results in the work of the organization, also the management of wisdom has its strategic extensions, and these extensions are joined with trends towards the strategic thinking and setting forth from the strategic visions in the fields of building the strategy.

And in light of results of the previous studies, the researcher extracts that there is an intellectual labyrinth its basic features are embodied in the existence of a need of studying the relationship that connects philosophically the strategic thinking with management of wisdom and analyzing it to uncover its contents and benefits, and discovering its relations and effects, for the researcher did not find any study

discussing in the relationship between the strategic thinking and philosophic management of wisdom. Therefore, the features of the intellectual labyrinth can be framed by the following question: What is the philosophic vision of the relationship between the strategic thinking and management of wisdom?

Problem of Study and questions:

Inspite of the significance of the strategic thinking and its necessities, but indications and indicators assure that the most important practice of this type of thinking in organizations of labour, in addition to non-connecting between it and management of wisdom philosophically. From this point the problem of the present study appeared, represented in the weakness of practicing the strategic thinking reaching to the management of wisdom, which hopefully replace the strategic management and extracting the relationship between them both philosophically.

The research questions to be answered in this study concentrate on reconnoitering the philosophic vision of the relationship between the strategic thinking and management of wisdom. That is through answering the following questions:

The first question: What do we mean with the strategic thinking and its methods?

The second question: What do we mean with management of wisdom and its dimensions?

The third question: What is the relationship that connects between the strategic thinking and the management of wisdom philosophically?

Objectives of Study:

Depending on the research gap in the previous studies in the relationship of the strategic thinking with the management of wisdom, especially studying the philosophic vision of the relationship between the strategic thinking and management of wisdom. This study aims at recognizing the meaning of strategic thinking, which includes the comprehensive thinking, abstractive thinking, diagnostic thinking, planning thinking, and thinking with the logic of systems. And extraction of the meaning of management of wisdom and the relationship that connects the strategic thinking philosophically with the management of wisdom.

Significance of Study:

The present study derives its significance from the significance of the strategic thinking in achieving levels of high performance for the organization, in addition to showing methodologies of high contemporary subjects they both are: the strategic thinking and management of wisdom and the relationship between them both philosophically; to achieve aware and perceptive understanding of their conceptions, purposes, and their hypotheses.

And outputs of this study can share in assisting the researchers in bridging the gap of research in the relationship of the strategic thinking with the management of wisdom and the possible role of it in activating it. And that does strengthen the strategic value to both philosophies of the strategic thinking and management of wisdom.

Procedural definitions of the study terminology:

Strategic thinking is a synthesis term including intuition and creativity, and its result is an integrated perspective. It is uniting operations of synthesis, formation, finding and the diverging thinking with the existence of both rational introduction and analytical introduction to solve problems (Mintzberg, 1987: 10).

Wisdom: practicing intelligence and experience across its mediation of values for the sake of accomplishing what is good, during balance between what is special for the relations among persons and the person himself and the public at the long and short run; to achieve balance between modulating the prevailing environment for forming it, and between choosing a new environment (Dunn, 2005).

Wisdom Management: the best investment of the intellectual intuitive abilities and looking up at building the real comprehensive imaginations about facts and present incidents, across blending the available informatics and cognitive resources for the organization to reach the actions and discreet strategic decisions, by using governance and integration operations (Bierly et.al., 2000).

Methodology of Study:

Two methods of research methods were followed in this study, they are: the descriptive method performed on collecting information and data from references and different sources, paper or electronic with relationship with building the theoretical frame of study. And inventive analytical method of what literatures related, provided reaching to answer the questions of study.

Answer of the first question: What do we mean with the strategic thinking and its curriculums?

Researchers agree that the strategic thinking forms a basic basis of the strategic administration, and gives the organization abilities of excellence and continuous success. And though, few of researchers who gave a specific, understood and clear meaning for the strategic thinking, the cause of which refers to that the concept of the strategic thinking started and developed across synonymous periods of time with many other concepts and connected with them, for the strategic decision, strategic planning, strategic analysis, strategy formation, the strategic behavior, and operations of strategy and all its stages are concepts we find that have a relation and connection with this concept. So, most of researchers indicate to the strategic thinking by implication or frankly in their study and researches in the strategic field, and some of them represent these indications and different and various points of view, may meet in sides and differ in other sides (Al – Ghalibi & Idrees, 2011: 83).

(Lihedtka, 1998: 30-35) had cleared that the term strategic thinking became used at a large scale and great in the field of strategy and strategic administration, and that these who use this term do not know the meaning and the true content of this term, for the term of strategic thinking is used for the indication of the comprehensive thinking with the strategy and not to the indication of thinking of a certain pattern and its certain characteristics.

Al – Ghalibi and Idrees (2011) indicated that strategic thinking can be framed by four entries, they are:

1- Entry of leaders' thinking: which represents the oldest school in the strategic administration. It is performed on the basis that the supreme leadership in the organization has its administrative techniques, and its organizational operations through which attempt to know what surrounds the organization of incidents and changes taken into consideration, to lay a suitable strategy for it, and in a later stage in this entry (Mintzberg et.al., 1998) considered the strategy of the organization an extent and enlargement of pioneer visions for its leaders or owners, and the strategic thinking was laid a synonym to the pioneer vision in this frame, and because the formation of the strategy represents transferring this vision to reality through analysis, and so the leaders and directors themselves are those who represent this strategic thinking. And did not give the satisfactory concern to the organizational context with its effect on the strategic thinking. And it depended that the organization does not think, but it thinks through analyzing its leaders and directors. And so an implied building it was laid that the strategic administration is effective and strong at the existence of director with superior cognition and unlimited abilities and an existent with a comprehensive and deep perspective (Naseriddin, 2013).

2- Entry of thinking as steps and operations: This entry started from possibilities of programming analysis on purpose of making effective strategic decisions and taking them, for the development of perspective of strategic decisions – making stages were done, as if it were indicating to the possibility of doing one – way analysis through an organized one – way thinking, and the thinking here laid a stage in these multi – contexts. Thereupon (Mintzberg et.al., 1998) showed a model of thinking with the operations and stages of non – structured decisions, which are important strategic decisions in itself. The stages of the three – decision – making (specification, development and choice) include in its frame abundant of the routine content of work, and that thinking comes a stage to push the decision towards progress and a scansion. Here also the higher administration in the organization is considered the thinker party alone, and this thinking will be the starting stage and setting forth in these operations, meanwhile the rest of development stages

of the strategic decision is normal operations of the medium administrations and the looking up to see. The reality indicates the opposite of that, especially if the strategic thinking appeared representing a cognitive thinking, group and individual for activities that cannot be cognized at a stage or two stages within these operations and stages (Naseriddin, 2013).

3- Thinking entry as collective unstructured activities. This entry represents a more connected vision with the organizational reality and interaction of this reality as developing the decision through randomness, momentum, and disorder, the researchers through which attempted integration of visions confronting environmental non assurance, and ambiguity at the same time. For the processes of decision – making are with large nature and scattered, attempting through it gathering the dimensions of internal and external analysis from many different and various points of view. And this entry expects that some solutions are developed in labour organizations before the showing of problems. Here the organizations attempt to find the idea of quick connection between the action and decision (Naseriddin, 2013).

4- Entry of thinking as various operations: formation of a strategy and developing it cannot be shown in a perspective frame and discreet for the higher administration, but it can be considered dynamic organizational operations similar to the activities in different levels, starting from the higher looking up to see administration (Nasweriddin, 2013).

And in the frame of what had been mentioned before, Al – Ghalibi and Idrees (2011) specified the concept of the strategic thinking within four conceptual frames cover the integrative comprehensive picture of the concept, it is:

1- Nihilism: in the frame of this perspective the strategic thinking is employed without concentration on a specified meaning, and clear concept. It is a synonym of the strategic concepts, analyzing competition, the strategic planning and stages of the strategic decision – making.

2- Semantics: here the strategic thinking represents a verbal derivation with developing indication of the strategic concepts, and strategic planning, for the strategic thinking may find no echo and important existence during the process of carrying out the plans but it is more emboying to it and can be seen in forming the strategy and also it is shown in the frame of this perspective, as if it were renewed and new forms in the strategic planning, the administration through which attempts to make planning elastic and more intelligent and real, and as if the operations of developing the decision comes within an increase entry.

3- Palliative: being the strategic planning represents operations of analysis embodied in programming data of the strategic choice to reach to the strategic plan as a final outcome. This strategic planning can be un- effective. So the strategic thinking was shown as intellectual operations lies correspondent to the strategic planning to be little of this non – efficient planning and its effectiveness. Here the strategic thinking leans on installation operations, personification and formation, employs in them a great number of intuition, innovation, and invention to give elastic and integrated perspective for the labour organization, thinking is considered a basic part of the strategic administration. Thinking does not represent another design of the strategic administration operations and added methods, but it represents methods characterized with uniqueness and specialty.

4- The strategic thinking is an integrated organizational activity: few of researches had indicated that the strategic thinking is an integrated concept lies in multi – activities frame, inside the organization and affected with external data, for the term strategic thinking was used in a general frame to answer a question related with how to transfer from the level of strategic analysis to level of both strategic behavior and action. The idea here is represented in concentration on the significance of strategic behavior in the frame of operations of forming the strategy, for the strategic behavior represents cognition, sympathy and internal perception at directors, and it is reflected with different forms in the frame of groups to embody a special agenda that connects

with strategic issues. And if the strategic thinking was representing this strategic behavior in addition to the nature of organizational machineries, that give these activities a thinking content including later the strategy of the organization. The strategic thinking represents a large concept including different activities. And the strategic thinking can be viewed as integrated levels represent a pyramid connects between analysis, behavior and accomplishment.

From this point, the strategic thinking cannot be concised by operations and stages of formation only, but is considered comprising frames of before hand thinking initiatives from all levels of the organizational structure, and so it becomes more rich and better in dealing with operations of complicated strategic formation. Second, connects with some strategic changes that lead to new practices in the strategy formation, inspite of this matter represents a demand of organizational development represented in transferring the organization into a better and new reality, but it is also connected with the internal motion in the organization, and in the frame of this internal motion, the need was embodied into new practices in forming the acting strategy performed on the basis of developing roles of the higher administration from one part, and the new expectations of human resources from other part.

(Kaufman et.al., 2003: 44-50) had indicated to that there are six critical success factors of the strategic thinking, they are: the move-able samples, and distinction between results and destinations, connecting levels of planning, measureable objectives, ideal vision, and considering the needs gaps in the results. Meanwhile, Saleh (2001) indicated to that employing the term strategic thinking in the frame of the strategic administration coupled with the operation of the strategic decision – making, and forming the competitive condition of organization and its informatics bases with what led to rising two methods of thinking, they are (Naseriddin, 2013):

1- Inductive method (deductive): this method is performed on following partitions to deduce a whole verdict. And rose from this philosophic trend two patterns of thinking, they are:

- The Holistic Thinking: here the strategist's concern is dedicated to understand the meanings of symbols and graping them and what it is interpreted to of possible relations, and the strategist couples the success of his decisions with appearances of innovation and imagination that are reflected on his organizational practices.

- The Abstract Thinking: which meets with the pattern of holistic thinking in the general milestones of thinking, but it is different from it in the level of certifying the inevitability of strategist's commitment with the authorized milestones of thinking in the practical reality. For the strategist concerns about limiting the general factors surrounding the problem in a selective frame performed on the philosophy of decision – maker and trends, and the strategist applies his inclinations and values rising from his intuition and imagination, and the strategic decision is as far as a response to the selective condition issued by the intellectual nature of the strategist.

The two patterns of holistic and abstractive thinking are performed on the basis of cognitive accumulation of the strategist in understanding problems and analyzing them within the frame of intuition, for the public perception forms a significant source for the authorized data in structuring ideas and concepts, and the quantity frame does not occupy a significant space in specifying the choices, and the strategists tend to deal with a number of subjects simultaneously that demand abstracted thinking in the same time. This thinking pattern approaches from the acting strategic thinking concept on the radical change to the track of the acting condition, for thinking in what should be meaning thinking in forming the new roles of the organization.

2- The deduction method: this thinking method leans on the proving cognition, which begins by following wholes reaching the parts. This method is considered one of the classical phases of the administrative thinking, for it is overwhelmed with the trait of dealing with the purposed decisions. So the destinations of the strategic decisions are specified beforehand, and the strategist does not exert an exceptional effort in forming the decision except doing analysis of data, and specifying the strategic choices in accordance with the rational method. And from the milestones

of this method the philosophic reality, which calls for adopting the scientific stand in the frame of the mental picture of the well known thing with itself to the stagiest. And rose from this method two patterns of thinking, they are:

- Diagnostic Thinking: the essence of this pattern is looking at the truth of things or specifying the cause of problem, reaching to connected practical contexts directly with the problem. And the decision maker leans in his verdict on the existence of things and universally acknowledge their existence in the world of reality. And so the real thinking will be prevailing on others of thinking patterns in this classification. And at dealing of decision maker with ambiguity, it concentrates on personifying sources of ambiguity that catches the relationship among variables of the decision.

- Planning Thinking: the content of this pattern does not differ from its precedent in the nature of assuring the level of achieving thinking standards in reality, for the strategist concentrates on those standards with fewer level from his being in the pattern of diagnostic thinking. This pattern stands on philosophic introductions were laid by (Bertrand Russell) who indicates to an idea of our awareness of truth differs from our awareness of things. This pattern is considered one of the phases of rational thinking in analyzing the environment of the decision, and submission of the decision to the logic of explanations and scientific laws, and the pattern of diagnostic and planning thinking in proper milestones conceal in dealing with subjects or problems, that subdue to the language of numbers and the diagram show, with what allows connecting causes with the results.

Answer of the second question: What do we mean with management of wisdom and its dimensions?

The concept of management of wisdom did not favour of many definitions, due to the modernity of the subject and its confinement to a limited number of writings. And in this direction can be specified two definitions connected with two different back grounds. The first of which came very shortened, and it is submitted by the British professor (Kaleem Aziz) and in it he defines the management of wisdom that it is: "means of dealing with wisdom and investing it" (Aziz, 2004: 4). But the other definition was submitted by (Zeleny, 2007: 2), who was one of the pioneers who wrote in the management of wisdom within his compositions about the hierarchical relationship that collects wisdom with what he dictated of cognition, information and data, but the definition which he submitted to the management of wisdom was: "dealing with wisdom as a resource for the organization can be managed in accordance with four dimensions can concised with 4Es, they are efficacy, effectiveness and possibility of logical explanation, and ethical explanation, that is identical with cognition and information".

And (Esaki, 1999) submitted in his book which is called the machine of wisdom specialized for the age of wisdom management, what he called it in away "to change cognition into wisdom", pin – pointing that the difference between cognition and wisdom was discussed for a long time, and though the machineries of changing cognition into wisdom was not solved or applied at any country in the world.

(Smith & Fletcher, 2001: 229) assured that systems of wisdom management combine a group of technicalities and systems that can be used to reinforce management of wisdom and from it that mentioned by (Zeleny, 2007: 2) systems of wisdom and systems of supporting managers, but the most significant models in the systems of wisdom management are what called to day the integrated technical solutions, or "solutions" in the shortened form. From its examples is the system which is called: WISDOM^{TM}, and systems of summoning the farthest futures that tend to inducting the future senarioes, possible for coming decades (Naseriddin, 2013).

And (Macdonald, 2006) defined obstacles of wisdom, that they are: "those matters, that make it difficult for us to build discreet means in sight and behaving". We can concise those obstacles as follows:

1- The governing cultures for decision – making; for the governing culture of the process of decision – making can do a double role in hindering steps of applying the management of wisdom in the contemporary organizations; this role is represented in the culture does not inspire, values of wisdom in its operations is not expected from it to be a supporting culture of adopting

management of wisdom in its organizations in origin, but the other dimension is represented in the pattern of the authorized decision – taking at that culture, which varies of other culture surely.

2- Dispersion of oneself attention and multitude of his shortened cognitions; it is what (Dietrich Bonheoffer) characterizes it of forming a danger specifically represented in losing insight and decrease in ability of perceiving what is substantial.

3- But the other obstacle of adopting management of wisdom in today's organizations may be irritating wonder, and it is represented in the pattern of education at universities. And (Bigelow, 1991: 15) views that it may hinder development of wisdom un purposely.

Dimensions of wisdom management:

In the present study it was depended in specifying the dimensions of wisdom management on what was provided by (Meynhardt, 2010), they are:

- Looking up to see and vision: (Niven, 2002: 84) specified that from the main tasks of leadership is looking up to the future and concentrate on vision, but (Al-Kbeisi, 2005: 22) views that it is possible to procify with what the future will get back to before occurring, as long as the present phenomena have explained, analyzed and understood. That is in light of the causative relationship among the variables, after calling for the expected possibilities and looking up to see them. But he indicates to that the philosophic cognition is an enquiry about the ability of sciences and their qualification in their report by submission of the universe to regulations, and it does not acknowledge the possibility of explaining the future in the frame of the past, and discussed the phenomena and relationships, that the relative relationships are unable to explain them (Al – Kheisi, 2005: 13).

And in an opposite direction (Levet, 1993: 61) denied that future is purely on extension of the present; so the world due to his view does not move on balanced rail – way lines, established by aware social – engineers, and the human factor interferes, and rarely we reach to the hoped result for any deed, and it is impossible to imagine what will happen, not every possible is possible to occur, and not every wished can be achieved. So, no wonder the Chinese wisdom to say: "Prophecy is extremely difficult, especially in what concerns the future" (Levet, 1993: 106). This is what makes some of them irritate questioning about the possibility of scientific prophecy in the shadow of the new worldly alterations witnessed by the worldly condition (Al-Kbeisi, 2005: 27).

(Wilson, 1982: 18-28) indicated that the process of looking up to the future demands doing the following:

1- Clarifying the form of the hoped future, for the most important thing done by the leader is to lay the objectives sought to achieve and draw for followers the form of future, which he wants them to reach. He crystallizes vision and high objectives and urges them with wish in achieving these objectives and reaching these destinations.

2- Continuation of moving towards the destination and estimation of all possibilities and preparation for them.

3- Clarity of the objective and specifying the final destination of the organization activities; for the leader's laying destinations and objectives and specifying them achieves loyalty amongst all classes of dealers with the organization, and so achieving its objectives, success, profit and prosperity.

Al-Ghalibi and Idrees (2011) pin – point that the authorized causative thinking on the incidents or the acting trends at present time, enable the organization to look up its future, and deduce results and build up the tree of results. This type of thinking has an analytical nature, and the organization first is obliged to imagine the future condition, and starting from that point the organization does develop a certain history about the future; either through an innovative operation or through an analytical entry enables it through it building the track from the future, returning back to the present at a gradual form.

Intuition: management of wisdom demands a sharp intuitive ability, looking up to the future, and searches for hidden phenomena, reaching to its fact and significance. Wisdom is concerned with

dimensions of the future and its constituents. Aims at reaching the highest degrees of possible proof of truth areas. It does not satisfy with parts of easy and apparent facts, because the gazer and exploring intuition is that clarifying attains what is accessible to him from all that.

In addition to that, the intuitive dimensions represent one of the most important dimensions of wisdom and more controversial. It descends from pure philosophic roots in which theories of intellect and metaphysics overlap with features of the concealed implied cognition, and embody in creative abilities connected by the strategists intuitists and the purposed applications, starting from the strategic thinking, passing by tourism of thinking, then looking up to see, and terminating with specifying the strategic purpose. But the philosophers had glorified the superior intuitive abilities abundantly, because they represent the means of philosophy to fly highly in spaces of deduction and large invention, and also raised the rank of the imaginative thinking, because it represents in their view the highest stage of promotion stages and complication (Russel, 1984: 75). Plenty of schools and theories had passed by the human thinking, which promoted for the intuitive abilities and believed in them.

The intuitive school or what is called intuitionism an alive model on these trends. This school had believed that "the intellectually perceived things are considered intuitively true things", and in its philosophic dimension believes that "the truth and ethical doctrines (and else of perceivables) are things can be intuitively perceived" (Webster, 1992: 506).

Comprehensiveness: the management of wisdom will not be satisfied with parts of the picture, whatever those parts turned bigger. It is always looking up to the bigger picture which does not depart every outs and ins of things. It does not judge the matter by looking at one face of fact faces, and it is searching at all angles of ice – mountain in comprehensiveness that does not depart the details without being pre occupied in every "outs and ins" of the unimportant matter. And the concerned people with the administrative affair perceive the increasing need to the analyses, stands and decisions to be built on a comprehensive basis with multi – dimensions and large horizons, to include comprehensive cognitive visions that do not ignore any details that can be of effect in forming imaginations, and so causes gaps and errors. Today's organizations are in urgent need to build the Big Picture about what concerns them and what they will decide to do in any direction will dominate the details of executive decisions that will take them within the present and subsequent dimension, and this is nothing but a comprehensive entry, and every thing in it depends on the total other things at a certain degree (Al-Ghalbi & Idrees, 2011).

And (Macdonald, 2006) views that in this context that the only passable way (infront of the administrative thinking) is in the effective dealing with the human problems by the comprehensive understanding and deep for the context, that those problems can be laid in it. This is what includes cognition with the nature of the universal system, or the universe as characterized a whole system in harmony for establishing the process and its development at the most general meanings of it, awareness, human cultures and the economic regimes, for some important principles, laws, and for the legislations that specify occupations of all those fields. And the leaders are in accordance with this trend. Those who carry carizma attributes. And they are, who carry the imaginative visions with the biggest perspective, and they are who change the field (Blagg & Susan, 2001: 1).

Comprehensiveness starts from rooted mutual philosophic dimensions. Comprehensiveness searches for philosophy to feed its wish in reaching inclusiveness with thing and its essence from concealed faces. Philosophy is mostly strategic glances characterized with comprehensiveness and generalization, and it analyzes the language of sciences and its methodology (Al – Kbeisi, 2005: 21).

And (Johnson, 2006) had clarified that wisdom works to achieve the comprehensive vision, that looks from the different enlightened angles of perception, and urges to adopt the imaginations that push looking into things from the comprehensiveness of understanding made accessible by wisdom.

And in his clarifying of the holistic seeing (Macdonald, 2006) mentions that the attention of most people and their energy concentrate on their present condition, and most of their concern is dedicated to their conditions and other people and incidents that hastely occur. And on the other side, people who are

characterized with wisdom away go beyond the present moment, and beyond the personal dimension of incidents. These people had acquired variety of imaginations that collect incidents together under the umbrella of the holistic seeing, and in this direction it is stressed on that the need to the deep understanding demands accompanying wisdom to operations of development, which are designed to absorb the intellectual cognition connected with the worldly problematic, and calls for reaching, before that, to the rank of secure understanding of the scientific, social and economic issues, that dominate the present world conditions, and called those who will reach it "the holistic knower's".

But (Johnson, 2006: 3) had submitted examples about enquiries excited by wisdom on a certain matter, clarifying the holistic large extent to which those enquiries can reach in its attempt to dethrone all dimensions and interactions to submit a solution to a problem provided as a possible example. From those enquiries what concerns with the opportunity of success of any raised solutions and do those solutions work correctly? And what the terminations will be? Do they correspond the raised objectives? Or it is part of the problem or part of the solution? And does this condition lead to distinction? Is this a just solution? And does it represent a correct solution? Might be we can submit many other questions.

Integration: in accordance with what (Doc Childre & Deborah Roaman) viewed management of wisdom demands to be a high ability and practition in technicality at the organization to decide what is bustantial and with value from any thing else. And if this achieved, it needs serious steps to achieve the studied integration for the suitable cognition for its operations. Therefore, we find connection of wisdom with trustful logical mutual relationship with the concept of integration. Wisdom alone can grant the necessary abilities to catch the substantial facts, and connect those facts with each other at an integrated form. At that time, it allows transferring that great congregation of substantial facts to another person (Grey, 2004). And the mutual dimension of relationship between management of wisdom and integration operation is materialized in many phases, can be concised as follows (Naseriddin, 2013):

1- The systematic thinking in some of its phases that meet with wisdom management represents an etrance for integration performed on that any constituents of any system will move and tend differently when secluded from that system, or from its other parts. And starting from the philosophy of those systems; the systematic thinking understands systems across its examination of connections and interactions among the basic and subsidiary constituents, that form the system as a whole (Wikipedia, 2007: 1). And in accordance with that imagination integration and understanding connect with each other with a secure relationship with (Bellinger, 2004: 4), and one of the basic features to build the corporate wisdom, is transformation from bias into the task, to the logical connection of the task everywhere in the organization. And this is what may be achieved across authorizing technicalities of learning (Levy, 2003).

2- Process of enlarging the number of communications, the internal and in between or its size or strength can be called integration. And so, we find the process of enlarging difference and variation is what can be called 'differentiation, for management of wisdom in its efforts concentrates on watching extents of both opposite concepts, especially any movement stopped by the organization can tend to one of them, or produce them both, the development for example, produces the differentiation and integration automatically, and this at least is done in the dimension of vacuum, place measurement, time measurement (Heylighen, 1996: 3), that what indicates to the interactive dimensions of integration process; wisdom management does not depend on the logic of absolute separation among levels, either when you specify shapes of imagination and perception, or when you classify tasks. And it views that all that governed with interactive dimension makes limits a mixed matter with prophecies, and causes and results are connected with circulated contacts farther than writing and levels barriers. Understanding those contacts connects with investigation of all inputs, connections, responsibilities, and associations.

Governance: governance represents a systematic activity, administration aims through it to make plans and activities harmonize with expectations, and hoped standards. If the matter is so, the content of

governance is represented in its being constant operations to take procedures apt to guarantee the demanded results (Certo, 1995: 233).

Existence of governance trait is necessary to know spots of defect and weakness in performance, and also the ability of the organization to accomplish its objectives efficiently. Purposes of governance and significance of organizations are numerous. We can concise the significance of governance in the following (Schermerhorn, 2005: 201-202):

1- Assits the organization to adapt with environmental changes, especially the environment had become complicated and confused, and because the organization of labours cannot always achieve its objectives without appearance of certain problematic, so governance comes to assist the organization of labours to precede changes, details and adapt with new developments and emergent cases.

2- Shares in belittling errors piling up and increasing, for the bi mistakes usually begins small and simple, and if they are not treated at time, they may pile up and lead to critical stands for the organization.

3- Increases the ability of the organization to escort the organizational complication, for it is an accompanying phenomenon to the biggest size of organizations and increase of using technology in it, so governance shares in increasing the ability of the organization to simplify this complication and enable the administration to deal with it.

4- Governance shares in decreasing costs, for the activity of governance trait is connected with the ability of making costs at their lowest limits, through controlling the operational processes inside the organization and laying accurate standards for these processes.

Answer of the third question: what is the relationship that connects the strategic thinking philosophically with wisdom management?

Some administrative theorists in the frame of the intellectual trends criticized discussion in the concept of wisdom, and reblending the supports of the concept to be invested in the applied fields, as (Mintzberg, 2000) who criticized the decrease of the theoretical and applied sides leaning on wisdom in the contemporary traditional administration. And though; a few number of researchers in administration attempted to build some questions about wisdom in their researches and studies, inspite of the contemporary administrative thinking had witnessed more of sharing in the fields of administration leaning on wisdom.

This trend comprises two adjacent overlapping tracks; the first of them what (Mintzberg) viewed of criticizing the strategic planning, because it cares about analysis only (example of that analysis separates the objectives to become steps, then describes the how with which it can carry out those steps, then values the expected results for each step), and from adopting the strategic thinking, which is a process of continuous building, and using the intuition and the ability of innovation in forming the integrated imagination. It is a vision concerned with specifying the destination, which it is obliged for the organization to tend for (Mintzberg, 2003).

But the other is a track, that views the analysis and intuition are existing side by side, for one completes the other, and due to that administrations that adopt analysis with structural bases that organize reaching to the rational discussion are committed to what concerns the causes and replacement ideas. Also submits the necessary means to transfer the strategy and carrying it all over the organization (Crage & Robert, 2003: 21). And the second track approaches to what the logical and outbidding school owners' view, that the general directors depend on their tuition, and watch the method by which the strategy develops. And they do amendments on it in light of the new information and the changing incidents instead of describing a methodological strategy, and that the employed process to reach the whole strategy is usually partitioned and developing to a great extent and intuitive (Kunn, 1997: 55).

And the wisdom is securely connected with the strategy (Lloyd, 2005). And this connection is a logical result to what is there in the two concepts of many mutual dividends; of them the future trends,

holistic horizons, and seeking to achieve the highest degrees of harmony and perseverance among the constituents of the organization and its operations, in addition to leaning on the enlightened human abilities in dealing with variables and confronting challenges, reaching to the strategic governance (Grage & Robert, 2003: 98).

Today the dialectic blazed in the domains of the administrative thinking about contact of the lowest levels of wisdom in the lowest level from the strategy and the degree of its sharing in building that strategy. Trends of some future organizations headed to move (the rank) of cognition management from the "operational level" to the "strategic level" (Al-Ali et.al., 2006: 322). And so with contact of the constituents of that administration, with the different strategic features, like the contact of the strategic thinking by cognition – makers and with the intellectual capital, contact of strategic options and then the strategic replacements with systems of cognition management and with the systems of different strategic information (Wheelen & Hunger, 2008: 100-170). And if this was the case with the lowest hierarchical levels from wisdom, it is natural for the wisdom to have all this secure contact with all different strategic details (Naseriddin, 2013).

And in accordance with (Zeley's views, 2007: 4), most of today's associations are in need of the strategic thinking, especially in activities of institutional and individual education and to make in searching for wisdom embodied in its culture. And from a more specific perspective, the strategic thinking studies provided plenty of strategic challenges samples, that confront the higher education sector (Bartlet, 1997: 353), for management of wisdom is committed securely with a number of substantial strategic approaches in the strategic adhered to soul and life, as shown in the following figure:
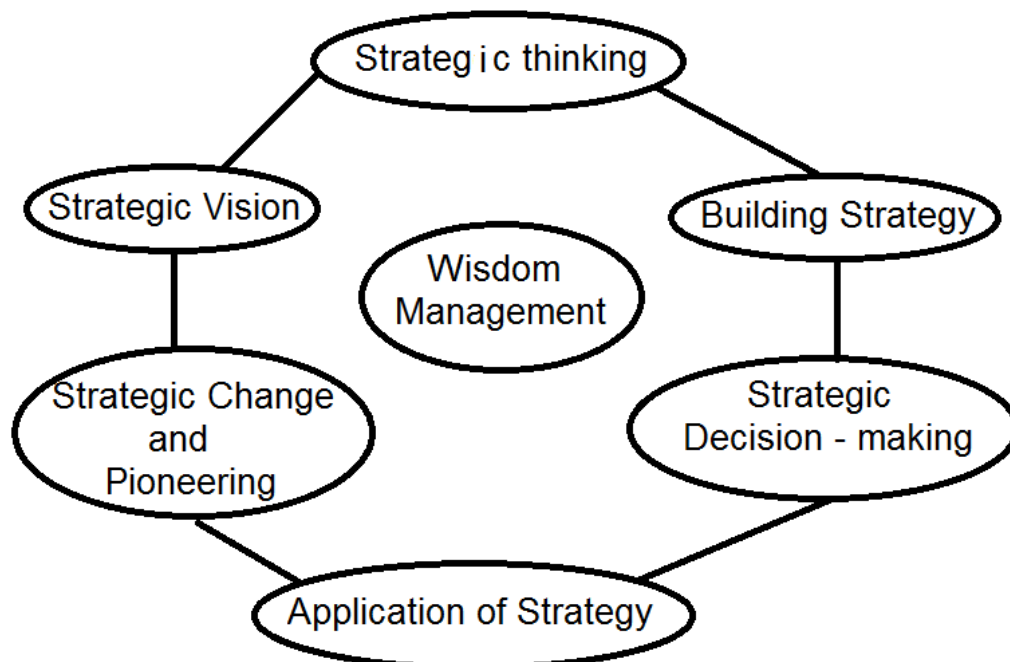
Strategic approach that is committed with wisdom management
(Naseriddin, 2013: 66)

This matter is considered from the basic supports in drawing the great imagination about space, from which building the university associations started, and the limits of its tracks, and it is what needs to a pursuit of wisdom. That is not the matter which can be neglected, or classified within unsubstantial matters in the strategic vision (Zeleny, 2007: 4). The world is mostly conducted by the sentiment and is performed on accounts. Future of any project, depends a great deal, on the interaction between invention and vision, and between the technical ability and soul of adventure and between the social dream and the system, which achieves this dream (Levet, 1993: 115).

Vision as characterized by (Koch, 2000: 272) is: "an inspired imagination" about what the organization wishes to be. It is a dream in the affair of its entity and its future success. It is a picture about the waited future of the organization, it is a glance that shows us the promised paradise". And in the same trend (Thompson & Strickland, 1996: 20) describe it that is "an insight that encompasses with the future trend of the organization and the bunch of labours connected with that, and it is an indicative idea towards the future, for which the organization longs".

From that we understand that the strategic vision of the administration, it is a matter relates with the future of their organizations, for the well perceived vision is considered the organization of the unterminal future. It establishes for the long term trend, and indicates to the strategic purpose of the track of the organization, by which can liberate from the present labours center (Thompson & Strickland, 1996: 4), to reach with it to what can be reached for the organization, the leaders; responsible for organizations are those who are obliged to have the ability of scruting to see their organizations in the status they can be already, and not the status in which it is now, and their imagination about the strategic vision for their organizations to do occur the meaning which every person of employees in it about the content of labour, so as they can see the details, which lie beyond the occupations they perform.

Developing the social strategy begins from the vision to continue with the process after that from the way of translating this vision into a series of objectives and destinations (Statler et.al., 2003: 25), meanwhile we find that all persons in the organization can perceive the significance of the organization message; for the higher leadership of the organization only enjoys the position that allows it to specify the strategic vision and get it to all employees, and it is the most efficient to translate the vision into the necessary substantial elements to attain that vision and achieve it. And if that administration was in lack of the strategic vision, or enthusiasm in inspiring that vision, this matter will transfer by infection to the rest of individuals in the organization.

All that has a need of wisdom in nowhere, and so the vision is the ambition of the organizations leaders in the long run, for it enables them describe what they want for their colleagues and discussing it, and differs from the message that concerns about the cause of the organization existence and its role in life. It visualizes what is imagined of the organization wishes to be (Kock, 2000: 272).

Ability to evaluate the past in accordance with what connected of characteristics related to the haste of verdicts disappearance, for the results of actions and behavior to be related with the vision in the long run. All that is considered important supports to apply the administrative wisdom (McKenna & Rooney, 2005: 23). This is the substantial effect that can the wisdom management excel, especially in the frame of materializing the vision and the university message. Thus it is clear the most important dimension and sensivity of vision in controlling the university performance occurrence, and in watching challenges that wait for the organization and its aspirings, and when the outcome of the new meeting between cognition and technition with vision and strategy appears, the result will be the institutional wisdom, or the wisdom of the organization (Levy, 2003). All that calls for selecting the higher wisdom in choosing the high concepts from which the future vision of the organization can be formed. We have to certify with the vision taken by the organization a starting point to build its message as model of meeting

between both matters. It says: "come to explore the wisdom, and to alteration with education" (Zeleny, 2007: 1).

From other side, owning wisdom and work due to represents an important trait for the shrewd strategic leaders, and it is the spinal cord to build their strategy, and represents institutional resource can be reserved, and issuing it, for it can lose to go with those who depart the associations for a certain reason; and this is the core of wisdom management idea (McKenna & Rooney, 2005: 10).

Wisdom had lasted for away from preferring the academicians in most of the twentieth century, and was not considered a suitable subject in the cultural and scientific study, but the matter started changing with the advent of eighties. Concern with wisdom newly had returned, and this concern started grow at the public opinion and so in the academic researches. And during the five past years between (2000 – 2005) the number of pages of sites that talk about wisdom increased at a rate reaches 200%, meanwhile the increase in the number of pages of sites that provided the word wisdom surpassed the rate of 1200%, with a gross total exceeds 170 million pages (Johnson, 2006: 1).

And (Nordstrom, 2006: 1) describes this development saying: "I believe we started by recognition of the existence of wisdom and distinguishing its reverend customs, and discussing its secrets seriously. It is what became accessible today more than any time before, especially those who chose searching for it, and it is what reflects the contents of institutional wisdom through the indication to distinguishing the respected and reverend customs". And (Sadgoro, 2006) views the subject from a different angle and in accordance with his opinion the matter does not demand getting wisdom these days, but the internal engineering and behaving in accordance with interest owners demands, because the internal engineering and behaving due to demands of its owners is the most agreeing with the spirit of the age, and it is what rises the wishes role from leaders of organizations towards classes of dealers with it by behaving with what catches consent of all classes and individuals. This indicates to the great role of wisdom. From other side some of them view that inspite of that wisdom instructs our behavior to how to live peacefully, but it may be in variety and difference with the convention and social principles (Cochrane, 1995: 6), and it is another indicator on the great role to behave with governorship towards classes of dealers with organizations.

And inspite of that the camp of enthusiastic for wisdom view that wisdom is (the issue) that we should concern about (Zeleny, 2007: 1), but they also believe that the way to wisdom is a sinuous way, and it is not easy to be followed, or reserved. And it is as they call it "Discipline way, exciting pleasure towards the destination" (Nordstrom, 2006: 1), and they view that some sides of wisdom may seem very easy and understandable, but most people shun listening to this matter now, because that will make them feel with great change in the way they lead (Cochrane, 1995: 5), and this is what demands taking into consideration all sides of discreet wisdom.

Commitment with discreet wisdom demands that the strategic tops in the organization, can make most wise of decisions. That is what can be achieved if owned real understanding to the possibility of occurring different results and risks that are covered by taking mere procedures (Johnson, 2006: 12). The world is not seen a beautiful world b realistic people, and differ with hopes of ideal people by promotion humans to the degree of perfection, and the conditions of the worldly policy can be improved, and they consider it unaccessible (Peles & Smith, 2004: 6), and building verdicts and correct choices demands developing the ability of bearing ambiguity of them, for good decision – makers can co-exist with the ambiguity and the unknown and with the gray areas, and they may sometimes be forced to agree with acceptance and medium solutions instead of the best results (Smith & Fletchers, 2001: 229).

Saleh (2001) specified that the concept of wisdom from the strategic perspective is representd in the group of machineries, which guarantee drawing the variables of its external environment and adaptation with it within an ethical perspective, and by the availability of professional administrative abilities to achieve the demands of all interest owners, and continuation of the organization survival, and

far away from the dictatorship or domination of any individual in it, and the figure (4.2) visualizes the concept of wisdom from the strategic perspective.

Numerous researchers assured the significance of wisdom, for the direct effect on the strategy condition of associations, that is through:

1- Comprehensive organization is considered spread its mutual influence on numerous of the economic, social, political, lawful, and administrative fields. From the economic side wisdom works on glorifying the value of the organization and supporting its competitiveness in markets with what enables it of attracting local and worldly financing sources for enlargement and growth that make it able to find new labour opportunities, and achieving stability of finance markets (Monks & Minow, 2001: 180), but from the social side it comes from being the organizations affect and are affected by the public life, for its performance can affect in the occupations and enter in livind levels, and then you should ask the organizations about their commitment in the comprehensive frame for the welfare of the community and its progress (Abul Ata', 2003: 49). The political effect of wisdom rises through assisting the public administration in achieving ambitions of citizens in response to their demands and needs at a suitable form, especially in the field of lightening of poverty sharpness and reinforcing human rights, and fixing the bases of justice. But the legal regulations are considered the main safety value, the guaranteeing for new governorship for companies, through saving the standards of expression, transparency and fairness (Grosse, 2001: 171).

2- The Organization represents standards and contemporary practices to invest the available resources of organizations efficiently and effectively reflection a progress case of the administration and developing it from a classical administration into an administration responses with demands of interests owners and employs the suitable machineries to achieve the hoped objectives from the organization and its projects with transparency (UNDP, 2001: 28) (Levitt, 2002: 209) had expressed this case saying: "the investor's slogan transformed from escape to firmness", the investor, after he used to sell his shares that he owns and leaves the organization escape or as said (with his feet to vote), when he sees that the administration of the organization is not efficient, or it works in accordance with non effective machineries and far away of ethics, but changes of this look at present time with the favour of wisdom and its machineries, to an attempt of reforming the administration of the organization firmness to achieve its success, and then its survival in the world of competition".

3- It works as a basic variable from variables of the strategic administration, that affects in specifying purposes of the organization and its strategic trend.

(Witt & Mayer, 2002: 873) support the effect of wisdom on forming the purpose of the organization, for they indicated to that the first function of the wisdom is affecting in forming the message of the organization, announcing and communicating the basic principles that will lead its activities. And specifying the purpose of the organization and laying the priorities among the demanders is considered from the function of formation. The administration board can carry out this task across preferring among the strategic choices and adopting the most suitable choice. On this basis (Hitt et.al., 2003: 308 – 309) considered wisdom concerned about specifying the trend and the strategic performance of the organizations across successful strategic decisions – making; for protecting the resources of the organization and its investments, and guaranteeing a suitable sum of vision and elasticity, demanded for directors, who are supposed that characteristics of understanding, intelligence and mutual understanding are to be available so as they adapt their trend with the environment and to fulfill its needs (Shunnaq, 2000: 21).

Recommendations:

The researcher recommends of doing the coming future studies:

1- Evaluative study of wisdom management entries and diagnosing most of them, appropriating of the different Jordanian organizations (industrial, cognitive, and service).
2- Exploratory study for the reflections of wisdom management dimensions on developing the message of the civil community organizations in the Hashemite Kingdom of Jordan.
3- A surveying study to diagnose the wisdom management handicaps in the Jordanian cognitive organizations and their effect on the stability of the intellectual capital.

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