

Investigating the effect of management skills on the level of strategic thinking of the managers of Kashan Municipality

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Abstract: The present study is to investigate the degree of the effect of management skills (including technical, human and perceptual skills) on the level of strategic thinking of the managers of Kashan Municipality. Regarding this objective, the main question of the present study is that whether management skills (including technical, human and perceptual skills) are effective on the level of strategic thinking of the managers of Kashan Municipality? In order to answer the main question of the research, specific hypotheses of the research are as follows: 1. Technical skills are effective on the level of strategic thinking of the managers of Kashan Municipality; 2. Human skills are effective on the level of strategic thinking of the managers of Kashan Municipality; 3. Perceptual skills are effective on the level of strategic thinking of the managers of Kashan Municipality. With regard to the objective of the present study and the mode of relations between main variables, the present study is applied in terms of objective, descriptive in terms of method, and survey research in terms of data collection method. The population of the study includes all senior and high- and middle-ranked managers working in Kashan Municipality. To collect the data related to the theoretical framework and extracting initial factors and indicators, library and internet resources were used. In addition, to collect the data required to investigate the hypotheses, a questionnaire was used. To determine the reliability, Cronbach's alpha was used. Its value for the variable of strategic thinking is 0.856, for management variable is 0.936, and for the whole questionnaires is 0.855. To investigate the hypotheses, regression coefficient test was used. The results of the research indicated that the dimensions constituting management skills includes technical, human, and perceptual skills, are significantly effective on the level of strategic thinking of the managers of Kashan Municipality. In other words, all the research hypotheses were confirmed.

Key words: *Technical skills; Human skills; Perceptual skills; Strategic thinking; Municipality*

1. Introduction

Nowadays, organizations require capable and experienced managers and forces to be able to use the competitive opportunities available in the environment and win in the field of competition (Smith, 2000) because the rapid development of technology has influenced all aspects in organizations. This development causes that computers replace normal jobs and activities, and employees be in search of jobs in which new technology challenges them. Therefore, jobs which remain, require capable managers who enjoy skills needed for facing these changes (Mc Kobe, 1999). These skills are strategic and smart visions and thinking, and therefore changes in technology do not results in long-term advantages without changes in human knowledge. The dimensions of technology in every organization are consistently changed under the influence of daily advancements and every day the importance of capable managers as the only main advantage of organizations is adding. Regarding this issue, the role of human resources management has changed from the old method of

Charter's command-and-control approach to a strategic method (Jarrar and Zoairi, 2002). Therefore, nowadays, organizations need managers who are solving and innovative, and can provide the grounds of the survival of organizations in the competitive environment by applying their own capabilities. The trust of today and the success of tomorrow of organizations are more dependent on the potentiality of their managers' perception and managers are considered the core of rationality of organizations. According to Charles Handy, Centralized Intelligence, technical knowledge and the capability of achieving and applying knowledge are new resources of wealth and the target of empowering is that individuals' brains should be used as their arms.

Senior managers always are in search of main path for ensuring the implementation of their own strategies. Therefore, regarding the increase in problems and rapid environmental changes, providing better solutions and using more powerful tools of strategic planning are needed because thoughtful and strategic managers with better understanding of strategic plans have more effective performance, and it can be said that strategic thought as a complementation for strategic planning

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can be considered an appropriate “leadership” approach. To systematically cope with problems, it can help to the understanding of opportunities for the efficient allocation of scarce resources and access to expected results. Strategic thinking is a coherent vision of participation and a process of mental synthesis which creates an integrated representation of business in mind via creativity and intuition (Bum, 2001).

2. The significance of the research and review of literature

It is obvious that nowadays, those organizations will be successful and efficient that their leaders, by adopting management skills and the influence they have on their own employees, can motivate them and make their attempts consistent and integrated in line with objectives and development of organizations. Therefore, to access such an issue in organizations, it is required that organizations needs leaders with having strategic visions and thinking to develop this thought in organizations and create competitive advantage for organizations because managers with strategic thoughts can help to the understanding of opportunities for the efficient allocation of scarce resources and access to expected results to systematically cope with problems. In addition, for coordinating with increasing changes and stepping in line with organizational objectives, changes in managers’ way of thinking and mental upheavals are necessary (Rahman Seresht, 2008).

One of the most important benefits of strategic thinking is that it causes more agreement and commitment between managers and employees; additionally, another great benefits of strategic thinking is that it provides an opportunity by which employees be delegated. Delegation is an action by which employees are motivated and encourage to participate in the processes of decision making, exercise in creativity, innovation, and imagination and thereby increase their efficacy (Rahman Seresht, 2008).

Functionally, strategic thinking in municipality helps managers to select more disciplined, rational and logical ways or alternatives and accordingly, they can develop better strategies. Now, for creating this thought, inevitably, the promotion of the levels of education and skills for managers, officials and planners of municipalities seems necessary. Municipalities have to change the level of knowledge and skills of their own managers by applying different skills to cope with complicatedness and changes facing them with a clearer and more up-to-date views. Technical skills includes the ability of applying knowledge, techniques and tools which require doing particular tasks and are acquired via experiences, training and internships. Human skills includes abilities in creating agreements and cooperation, doing activities using others, having effective activities as a member of a group, understanding individuals’ motivations and influencing their behaviors. Perceptual skills

includes the ability of understanding complicatedness and problems all over an organization and doing actions based on general objectives of the organization (Alaghehband, 1996).

Regarding the value and status of the concept of strategic thinking and the effect of management skills on the promotion of the level of thinking and visions of organizational managers, many researches have been done on the subject matter. Some of these studies are as follows:

A research titled as “investigating the relationship between managers’ skills and the efficacy of high schools and pre-university schools of Area 2 of Kerman Township” conducted by Lasani and Dehghani in 2011. This research was published in the Journal of Educational Systems.

A research titled as “analyzing strategic thinking and management of Imam Khomeini” was conducted by Forouzandeh et al. in 2011 and published in the Journal of Strategy of Development, No. 28.

A research titled as “measuring strategic thinking of the managers of Tehran Municipality” conducted by Monavvarian et al. in 2012. This article was published in the Journal of Commercial management, no. 12.

A research titled as “a skill-based model in selecting managers using multi-criteria decision making approach” conducted by Moradi and Zanjani in 2013. Their research was published in the Journal of HRM, no. 14.

A research titled as “identifying and analyzing the effect of management skills on the promotion of productivity: case study: Support and Modernization of Helicopter Industries” conducted by Sabzkarian et al. in 2013. It was published in the Journal of Aeronautical Engineering.

A research titled as “investigating the effect of applying ICT on the development of management skills” was conducted by Johari in 2013. This article was published in the Journal of Management Development, no. 7.

A research titled as “the relationship of the three management skills with organizational learning in Physical Education Organization and presenting a model”, was conducted by Afshari et al. in 2013. This research was published in the Journal of Sport Management, no. 11.

A research titled as “the relationship of time with managers’ skills and their personal characteristics in Islamic Azad University” conducted by Joharizadeh and Charmian (2009). An article was extracted from this research and published in the Journal of Strategic Management, no. 43.

A research titled as “investigating the level of managers’ skills from the perspective of teachers and its relationship with educational achievements of boy high school students in Tehran” was conducted by Sattari and Vaezi (2005). This Article was published in the Journal of Psychology and Educational Sciences, no. 1.

3. Statement of the problem

It can be said that one of the greatest gaps in complicated and diverse organizations is to create a view based on which managers and employees, with foresight, adopt timely and appropriate decisions; therefore, creating strategic thinking and updated views are among the necessary requirements emphasized by municipalities (Abedini, 1996). Strategic thinking is a continuous movement and its importance has been increasing. Strategic thinking is the basis of development in business of today and is consistent with social transformations, technological achievements and the demands of developing competitive environments (Smith, 2000).

Strategic thinking enables managers to understand that what factors are effective on achieving desired objectives and how these effective factors create value for customers? (Moghaddai, 2008). The requirement for developing a strategic and purposive planning is to have strategic thinking, i.e. thinking which is along with vision and foresight and even considers making future. Therefore, a lot of scholars have paid attention to this issue and have tried to describe and conceptualize this thinking. For example, Ohmae (1982) argues that strategic thinking is the basis of organizational visions and defines organizational strategy. According to Hamel (1998), strategic thinking is an artistic architecture of a strategy is based on creativity and intuition (Zarei, 2010).

Strategic thinking have different dimensions and factors among the most important of which is the holistic or system-oriented approach which improves with particular skills. The systemic orientation indicates that the players of all organizations extensively think of the internal dependency of organizational variables (Novais, 1995). Different individuals should have open and clear views towards organizational objectives and know that how to help developing objectives (Lee, 1999). An organization should be considered as a system that although it have been constructed from different units with particular function, these unit work with each other generally (Leonard and Barton, 1999).

The importance of systematic thinking in organizational researches is significant particularly in adaptive studies of target technologies. Sneege (1990) considers this features one of the first and most important characteristics of a learning organization. In an organization in which systemic orientation is emphasized, all activities of the organization including adaptive activities of new technologies are defined and evaluated in a holistic and integrated style to act as a chain of creating values in the business processes (Leonard and Barton, 1995).

This internal dependency is defined and determined for each organizational player (Halt and Freil, 1997; Novais, 1995) in order that the benefits and advantages of technological decisions recently adapted be completely utilized. Therefore, systemic orientation is important and vital to the extent that it can move an organization from imitative learning to

a basic and spontaneous one because thereby, hypotheses, beliefs and basics of the knowledge of the organization are transformed (Senge, 1990).

Regarding these issue, promoting the level of education and skills of managers, authorities and planners of municipalities is inevitable; therefore, municipalities have to change the level of knowledge and skills of their own managers by applying different skills to cope with complicatedness and changes facing them with a clearer and more up-to-date views. When such issue is fulfilled and information extensively and in a short time are available, organizations will have capable forces and perform their tasks in the true and scientific path (Queen, 2005). Accordingly, development of an organization merely does not depend managers, their decisions and thoughts, but it depends on their technical, human and perceptual skills (Hosseini, 2008).

In other words, it can be said that one of the most important variables affecting on the level of managers' strategic thinking, the concept of managers' skills based on which different skills are presented, but in the present study, the researchers are to investigate technical, human and perceptual skills and their effects on the level of strategic thinking.

To investigate the effects of management skills (including technical, human and perceptual skills) the level of strategic thinking of the managers of Kashan Municipality, Robert L. Katz' model (1995) was used. This model considers management skills to include three technical, perceptual and human skills. Technical skills mean knowledge and ability in doing particular tasks whose requirement is being competent in applying specific techniques and tools as well as practical competent in behaviors and activities. Technical skills can be obtained via education, internship and experiences (Berek, 2001). Human skills mean having ability and recognition ability and power to detect regarding creating an environment of agreement and cooperation and doing activities by others, effective activities as a member of a group, understanding individuals 'motivations and influencing their behaviors. Human skills are in the opposite point of technical skills. Perceptual skills mean the ability of perceiving the complicatedness of the whole organization and imagination of all elements and constituents of activities of the organization as a whole system. In other words, the ability of understanding and identifying different functions are dependent on each other and changes in each of these units inevitably influence other parts (Berek, 2001).

It should be pointed out that researchers, for measuring the degree of the existence of strategic thinking and required skills in managers of Kashan Municipality use applied and survey research; therefore, they used the instrument of questionnaire based on above mentioned theories to be able to on the one hand, identify and study the status quo of strategic thinking in terms of indicators such as systemic view, strategic intent, smart opportunism,

advancement based on scientific principles and thinking at the time and skills of realizing this type of thinking which includes three technical, human and perceptual skill among the members of a population, and on the other hand, regarding the status quo in Kashan Municipality, the degree of the effect of these skills on the occurrence and realization of managers' strategic thinking. Therefore, the main question of the present study is that "how is the effect of management skills (technical, human and perceptual) on the promotion of strategic thinking of the managers of Kashan Municipality?"

4. Research hypotheses

Management skills have significant effective on the level of strategic thinking of the managers of Kashan Municipality.

Secondary hypotheses

Technical skills have significant effect on the level of strategic thinking of managers of Kashan Municipality.

Human skills have significant effect on the level of strategic thinking of managers of Kashan Municipality.

Perceptual skills have significant effect on the level of strategic thinking of managers of Kashan Municipality.

5. Methodology

Collecting data related to the literature of the present study was conducted using library research, and for confirming or rejecting research hypotheses, survey research was used. The required data and the measurement instrument for analyzing and investigating the studied phenomenon were conducted using methods used by previous research and at last, the data resulted in access to the reality.

For this research, two questionnaires were designed; one was related to general questions including general and demographic characteristics of the respondents such as gender, age, educational level, the amount of income, and the other one includes specialized questions for measuring the variable of management skills and the variable of managers' strategic thinking, consisting 113 questions, and distributed among the managers of Kashan Municipality in person.

Measurement instrument should enjoy validity and reliability in order that the researchers be able to collect data appropriate to research. Research instrument and standardized tests enjoy appropriate validity and reliability. Therefore, the researcher can apply them confidently. But, the researcher-made questionnaires lacks such a confidence and the researcher should ensure the reliability and validity of them.

As mentioned, the instrument of questionnaire is among primary resources for collecting data. For the

present study, two questionnaires were designed; one was related to general questions including general and demographic characteristics of the respondents such as gender, age, educational level, the amount of income, and the other one includes specialized questions for measuring the variable of management skills and the variable of managers' strategic thinking, consisting 113 questions, and distributed among the managers of Kashan Municipality in person. The validity of them was confirmed by the elites of the field and their reliability was approved by Cronbach's formula.

Management Skills Questionnaire

To measure management skills, a researcher-made questionnaire based on dimensions constituting of management skills were presented by Kats (1995) (including three components of technical, human and perceptual skills) which includes 43 closed items ranked by Likert scale.

Strategic thinking Questionnaire

To measure strategic thinking, a researcher-made questionnaire was developed based on Liedtka's theory (1998) which includes 31 closed-ended items, ranked in Likert scale including systemic view, strategic intent, advancement based on scientific approach, smart opportunism, and thinking of time.

6. Validity and reliability of questionnaires

6.1. Validity

In the present study, to evaluate the validity of questionnaires, it was tried to use standardized questionnaires. After developing questionnaires, researchers constructed a panel of elites, and then, questionnaires were submitted to them. Therefore, to evaluate the validity of designed questionnaires, content validity was evaluated.

6.2. Reliability

By reliability, it means that a measurement instrument, in a short period of time, is evaluated by several groups of people in order to determine that the obtained results should be close to each other. To measure the reliability, the index of "reliability coefficient" was used. Its value ranges from 0 to 1. The reliability coefficient "zero" means the lack of reliability and the reliability coefficient "one" means total reliability (Kahki, 2007). To determine the reliability of the questionnaire, Cronbach's alpha was used. The existence of Cronbach's alpha 0.885 in the questionnaire indicates its high measurability. Therefore, 30 questionnaires were distributed among participants and after a while, again this action was repeated. In 90% of cases, the results were consistent with the previous results.

With regard to the objective of the present study, investigating the effect of management skills on the level of strategic thinking of Kashan Municipality, it can be said that the present study is applied. In terms of nature and research methods, it is a descriptive one which uses survey study for collecting data.

7. Data analysis

The results obtained from testing research hypothesis

The results of the present research was obtained by SPSS. These results are divided into two sections of descriptive and inferential statistics as follows:

The results obtained from descriptive statistics

In descriptive table, frequency, mean percentage, and SD were used. The contents of table 1 is mean, SD and the criteria of individuals' responding to all indices of the variable of the research. The age of a large part of the participants was 41 to 50 years old which included 39 % (44 participants) of all participants. In terms of education degree, the most frequency was related to BA, 43.5% of all participants (50 participants) and in terms of years of services, 29.2% participants (33 participants) with 6 to 10 years of services had the most frequency, and in terms of employment type, participants by contract employment, with 42.2% (48 participants) had the most frequency.

Inferential statistics

The test of normality of variables (Kolmogorov-Simonov):

This test is used for evaluating the normality or non-normality of data.

Hypotheses

H₀: the data related to the variables of management skills and strategic thinking enjoys normal distribution.

H₁: the data related to the variables of management skills and strategic thinking does not enjoy normal distribution.

Table 1: The test of normality of variables (Kolmogorov-Simonov)

| Skills | Strategic | Number of data Z value Sig. |
|--------|-----------|-----------------------------------|
| 87 | 87 | |
| 0.716 | 0.845 | |
| 0.648 | 0.473 | |

As the above table indicates, the variables of management skills and strategic thinking enjoy normal distribution. The value of KS calculated at the significance level 95% ($\alpha = 0.05$), because the value sig. is bigger than 5%; therefore, H₀ is confirmed and it can be concluded that the data and variables related to variables of management skills and strategic thinking have normal distribution.

Main hypothesis

H₀: management skills have no positive and significant effect on the level of strategic thinking of managers in Kashan Municipality.

H₁: management skills have positive and significant effects on the level of strategic thinking of managers in Kashan Municipality.

The results obtained from regression analysis in the following table indicate that regression of the level of strategic thinking dependent on management skills is statistically significant. And this variable explains some part of variance of the level of strategic thinking. In other words, this result indicates that regression coefficient is significant and there is sufficient evidence for confirming the hypothesis.

Table 2: results of regression coefficient

| Criterion variable | Predictor | Non-standard coefficient | | Standard coefficient of Beta | Coefficient of determination | T statistic | Sig. |
|--------------------|--------------|--------------------------|--------------------------------|------------------------------|------------------------------|-------------|-------|
| | | Beta | Non-standard coefficient error | Beta | | | |
| Strategic | Fixed effect | 1.901 | 0.290 | | - | 6.564 | 0.000 |
| | Human skills | 0.389 | 0.084 | 0.456 | 0.200 | 4.729 | 0.000 |

Therefore, regarding t statistic (4.729) whose absolute value is bigger than 2.33 and significance level is less than 5%, it can be concluded that management skills have a significant effect equal as 0.456 on the level of strategic thinking. Therefore, it can be said that management skills have positive and significant effects on the level of strategic thinking of managers in Kashan Municipality.

Secondary hypothesis 1

H₀: technical skills have no positive and significant effect on the level of strategic thinking of managers in Kashan Municipality.

H₁: technical skills have positive and significant effects on the level of strategic thinking of managers in Kashan Municipality.

The results obtained from regression analysis in the above table indicate that regression of the level of strategic thinking dependent on technical skills is statistically significant. And this variable explains some part of variance of the level of strategic

thinking. In other words, this result indicates that regression coefficient is significant and there is

sufficient evidence for confirming the hypothesis.

Table 3: results of regression coefficient

| Criterion variable | Predictor | Non-standard coefficient | | Standard coefficient of Beta | Coefficient of determination | T statistic | Sig. |
|--------------------|--------------|--------------------------|--------------------------------|------------------------------|------------------------------|-------------|-------|
| | | Beta | Non-standard coefficient error | Beta | | | |
| Strategic | Fixed effect | 2.166 | 0.240 | | - | 9.026 | 0.000 |
| | Human skills | 0.315 | 0.068 | 0.447 | 0.200 | 4.609 | 0.000 |

Therefore, regarding t statistic (4.609) whose absolute value is bigger than 2.33 and significance level is less than 5%, it can be concluded that technical skills have a significant effect equal as 0.447 on the level of strategic thinking. Therefore, it can be said that technical skills have positive and significant effects on the level of strategic thinking of managers in Kashan Municipality.

H₁: human skills have positive and significant effects on the level of strategic thinking of managers in Kashan Municipality.

The results obtained from regression analysis in the above table indicate that regression of the level of strategic thinking dependent on human skills is statistically significant. And this variable explains some part of variance of the level of strategic thinking. In other words, this result indicates that regression coefficient is significant and there is sufficient evidence for confirming the hypothesis.

Secondary hypothesis 2

H₀: human skills have no positive and significant effect on the level of strategic thinking of managers in Kashan Municipality.

Table 4: results of regression coefficient

| Criterion variable | Predictor | Non-standard coefficient | | Standard coefficient of Beta | Coefficient of determination | T statistic | Sig. |
|--------------------|--------------|--------------------------|--------------------------------|------------------------------|------------------------------|-------------|-------|
| | | Beta | Non-standard coefficient error | Beta | | | |
| Strategic | Fixed effect | 2.591 | 0.286 | | - | 9.064 | 0.000 |
| | Human skills | 0.212 | 0.089 | 0.249 | 0.062 | 2.369 | 0.020 |

Therefore, regarding t statistic (2.369) whose absolute value is bigger than 2.33 and significance level is less than 5%, it can be concluded that human skills have a significant effect equal as 0.249 on the level of strategic thinking. Therefore, it can be said that human skills have positive and significant effects on the level of strategic thinking of managers in Kashan Municipality.

H₀: perceptual skills have positive and significant effects on the level of strategic thinking of managers in Kashan Municipality.

The results obtained from regression analysis in the above table indicate that regression of the level of strategic thinking dependent on perceptual skills is statistically significant. And this variable explains some part of variance of the level of strategic thinking. In other words, this result indicates that regression coefficient is significant and there is sufficient evidence for confirming the hypothesis.

Secondary hypothesis 3:

H₀: perceptual skills have no positive and significant effect on the level of strategic thinking of managers in Kashan Municipality.

Table 5: results of regression coefficient

| Criterion variable | Predictor | Non-standard coefficient | | Standard coefficient of Beta | Coefficient of determination | T statistic | Sig. |
|--------------------|-------------------|--------------------------|--------------------------------|------------------------------|------------------------------|-------------|-------|
| | | Beta | Non-standard coefficient error | Beta | | | |
| Strategic | Fixed effect | 1.611 | 0.282 | | - | 5.710 | 0.000 |
| | Perceptual skills | 0.463 | 0.079 | 0.538 | 0.290 | 2.887 | 0.000 |

Therefore, regarding t statistic (2.887) whose absolute value is bigger than 2.33 and significance level is less than 5%, it can be concluded that perceptual skills have a significant effect equal as 0.538 on the level of strategic thinking. Therefore, it can be said that perceptual skills have positive and significant effects on the level of strategic thinking of managers in Kashan Municipality.

8. Friedman variance analysis test

Spearman variance analysis is used when the studied variables are measured using ranking and ratio scales. This test is used when statistical data are ordinal and they can be arranged in a two-way ranking in ordinal concepts. Using this test, the

variables present in a research can be ranked (Sedghiani and Ebrahimi, 2002). To rank each of management dimensions (technical, human and perceptual skills) Friedman test was used.

Testing hypotheses

There is significant differences among the status quo of the dimensions of management skills. Therefore, the hypotheses can be developed as follows:

H₀: there is no significant difference among the status quo of the dimensions of management skills.

H₁: there is significant differences among the status quo of the dimensions of management skills.

The output of SPSS includes two tables. In the first table, the mean scores of each variable is presented and in the second variable, statistical characteristics and χ^2 statistic is presented. Regarding the output of SPSS, the value of sig. is 0.710 which is bigger than standard significance level (5% and 1%). Therefore, H₀ is confirmed at confidence level 99%. Therefore, it can be said that there is the same scores for all dimensions of management skills. The related tables are presented as follows:

Table 6: mean scores in Friedman test for investigating the dimensions of management skills

| Mean scores | dimensions of management skills |
|-------------|---------------------------------|
| 2.59 | Perceptual |
| 2.06 | Technical |
| 1.36 | Human |

Table 7: significance of Friedman test

| Calculated values | Statistical indices |
|-------------------|---------------------|
| 87 | Number |
| 68.392 | χ^2 |
| 2 | df |
| 0.000 | (sig) |

As indicated in table 6, the highest score is related to perceptual skill and the lowest one is related to human skills.

9. Conclusions and suggestions

Regarding the issue identified in the present study stating that management skills have significant effects on strategic thinking of managers working in Kashan Municipality. In other words, based on the results obtained from testing research hypotheses, it was explored that perceptual, human and technical skills have positive and significant effects on the level of strategic thinking of managers of Kashan Municipality. In other words, by relying on the results and findings of the research, it can claim that the more the technical, human and perceptual skills increase, the higher strategic thinking and vision are. Therefore, regarding these important findings, some

suggestions and strategies of the research in the form of particular strategies are presented.

10. Research general strategies and suggestions

Regarding the issue identified in the present study stating that management skills have significant effects on strategic thinking of managers working in Kashan Municipality; therefore, the following strategies are presented:

- Strategic planning and definition of the comprehensive system of research on strategic thinking and skills of managers in organizations in line with prioritizing future research and definition of logical relations among them.
- Identifying active urban institutions and centers in the field of strategic planning by relying on management skills particularly with Islamic approach for cultural-scientific interactions about this issue.
- Training expert researchers in the field of strategic thinking and to empowering them by training them necessary skills for criticizing models and theories available and holding educational courses for researchers and authors of this field.
- Organizing and guiding researches of strategic matters particularly on the issue of strategic thinking and management skills with Islamic approaches by establishing coordinating staff in the selected centers of municipalities.
- Forming scientific associations and teamwork about strategic thinking with Islamic approaches.
- Creating a data bank of researchers of strategic thinking and organizational management skills particularly with a religious and Islamic approach and trying to attract their purposive participation.
- Founding the think tank strategic thinking particularly with Islamic approach of designing systems, optimizing and developing consistently the sciences related to the field of strategic thinking in municipalities.
- Holding free teaching classes about Islamic strategic thinking in centers and units active in municipalities.
- Forming specific teams of research and cultural consultation about strategic management for interacting with academic centers and state organizations, cultural affairs of other countries and cultures for enriching comparative studies
- Defining and establishing research institutes of Strategic Thinking in municipalities
- Defining and establishing the institute of particular skills of managers of municipalities
- Holding conferences and meetings in the field of strategic thinking and leadership skills in municipalities.
- Calling for papers in various scientific groups and encouraging young people in the scientific associations of the youth in Iran for doing applied research required by municipalities by material and spiritual supports of the government

- Supporting MA and PhD theses and suggestions of particular issues in the field of strategic thinking and skills required by managers particularly for municipalities
 - Analyzing figures having strategic thinking and visions and also elite managers having adorable management skills in each working set and introducing exemplary individuals by mentioning their priority indices
 - Founding strategic science forums particularly with Islamic approaches in World Wide Web.
 - More investment for founding consulting services in the field of management skills and strategic thinking in organizations and selected institutions with the support of municipalities
 - Holding teacher training courses for teaching in special workshops to promote management skills
 - Exerting efforts of the managers of Kashan Municipality for increasing applied computer knowledge in such a way that they can easily use them in line with facilitation and favorability of doing tasks.
 - Regarding everyday decision makings and planning in an appropriate way can be presented as one of the technical skills in the working filed of managers of Kashan Municipality; therefore, it is suggested that managers improve the adoption of their decisions and planning via attaining information and using ideas and viewpoints of organizational forces.
 - Regarding the fact that the selection and qualified and efficient recruitment of employees can help the increase of the level of strategic thinking in organizations, it is suggested that managers by relying on their own experiences and capabilities, try to attract qualified, efficient and loyal individuals to organizations because observing this issue can help them in increasing the level of their strategic thinking.
 - Since the abilities of managers of Kashan Municipality regarding research and the used of new technologies can cause the improvement of the level of their strategic thinking; therefore, it is suggested that top administrative managers should allocate particular budget for this issue and managers should try to improve this ability and skill by different ways.
 - Optimally using time is a concept which managers of Kashan Municipality should pay particular attention to and by doing planning and prioritizing activities based on the importance and values of activities, use timework as optimally as possible because observing this issue can contribute to the promotion of their strategic thinking.
 - Paying particular attention to respecting customers and all forces working in the municipality and trying to institutionalizing it in the municipality and its related organizations by developing the charter of respecting customers and installing it in the sight of customers and employees.
 - Exerting efforts in line with supplying material and spiritual needs of the employee as much as possible in different ways such as paying rewards, facilities, applauding and appreciating the active and competent forces for motivating them to do their tasks as well as possible thereby their trust and job satisfaction improve and the path for their creativity can be paved.
 - Valuing and respecting the ideas and attitudes of the staff and citizens for promoting the qualitative level of services is another issue which should be considered by the managers of Kashan Municipality.
 - Being responsible for individuals including the staff and customers is very important because if a manager cannot be responsible for his measures and actions, he does not enjoy human skills and strategic view. A manager with strategic vision tries to accept the responsibility all his actions.
 - It is suggested that the managers of Kashan Municipality should try for establishing a constructive relationship with all individuals inside and outside the organization. It is clear that the ability of managers in creating working discipline, the individuals' ability in proper understanding and creating motivation in them are summarized in the organizational relationships.
 - Regarding the fact that identifying priorities and basic needs of the organization, now and in the future, is one of the perceptual skills of managers of Kashan Municipality, it is suggested that managers should identify and prioritize basic needs of the municipality now and in the future.
 - Among the general skills for all managers may be having innovation and creativity in the process of doing affairs. Therefore, it is necessary for the managers of Kashan Municipality to firstly, relying on their experience and knowledge, get assistant from their employees in order to identify their weaknesses and strengths, and secondly allocate some time for hearing their ideas and attitudes.
- Undoubtedly, identifying opportunities and threats facing managers is vital for their future success, and they should pay attention to it as perceptual skill. Therefore, it is suggested that the managers of Kashan Municipality, using experts in the field, identify threats and opportunities in the surrounding environment of the municipality.

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