



## Original Article (Mixed)

# Presenting the Model of Training Strategic Managers of the Country based on Data-based Theory Approach

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**Abstract**

The purpose of this research is to present the model of training strategic managers of the country based on the data-based theory approach in the Ministry of Economy and Finance. According to its purpose, the research method is applicable, and qualitative in terms of implementation; content analysis type, and, exploratory in terms of nature. The statistical population of the research includes 12 university professors in the field of management and senior managers of the Ministry of Economy and Finance, and the sampling was done in a purposeful and snowball manner, and the interviews continued until the theoretical saturation. Grounded theory was used for data analysis, and MAXQDA 2020 software was used for coding the interviews. The results indicated that a total of 8 categories and 50 indicators were identified and extracted, and in the results of the leveling of the final model of the country's strategic managers training model, the consequences are the most effective factors in the country's strategic managers training model using the data-based method and, phenomenon-based and strategies are in the next priority. Contextual conditions and intervening conditions are placed in the third level of influence on the final model of training strategic managers of the country according to the data-based method, and causal conditions have the least impact on the final model of training strategic managers of the country.

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## Extended abstract

### Introduction

Strategic management is a set of management decisions and actions that determine the long-term performance of a company. Strategic management is environmental review (both internal and external environment); formulation of strategy (long-term or strategic planning); and strategy implementation and evaluation and control. Therefore, strategic management emphasizes on monitoring and evaluating external opportunities and threats in the light of paying attention to the strengths and weaknesses of a company. In general, strategic management includes: planning, implementation, and control of strategic planning. Flexibility in planning means the capacity of a company's strategic plan to change based on environmental opportunities/threats. The idea of flexibility in planning was presented for the first time to investigate how the company's environmental characteristics affect the design of strategic planning systems. By presenting this theory, Kokalis helped organizations to maximize their performance in complex environments by applying flexible scheduling systems (Taleghani & Taleghani Nezhad, 2016).

One of the most important factors that lead the organization to hire or develop strategic managers is to observe signs that the organization has poor performance (Villagrasa, et al, 2018). The decision to change the organization's current activities program can affect the organization's competitive advantage (Roundy et al, 2016; Pangarkar, 2015). Current organizational environments require a high level of management responses and strategic changes more than ever before (Ben-Menahem et al, 2012).

Based on this, the current research is looking for an answer to this question: What is the pattern of training strategic managers of the country based on the data-based theory approach in the Ministry of Economy and Finance?

### Theoretical Framework

Today, the performance of organizations is considered according to the strategic plan of its managers. Strong strategies build organizations and weak strategies destroy organizations. Therefore, it is necessary to identify the basic skills to create effective strategies (Soleimani et al, 2018). Strategic thinking is an insight and understanding of the current situation and exploitation of opportunities. This insight helps to know the realities of the market and its rules correctly and on time. It can be said that the philosophy of strategic thinking is the development and promotion of the spirit of opportunism, and it is of particular importance in today's world because without this thinking, the system's efforts to achieve the developed strategies will not be effective (rigi et al, 2021).

Vakili et al, (2022) investigated the presentation of the personal development model of the strategic managers of the Underprivileged Foundation of the Islamic Revolution. Based on the findings, six dimensions were identified for individual development, which are: knowledge, attitude, communication, professional, leadership and spiritual competence. Also, two categories of actions for the individual development of strategic managers were identified, one of which is knowledge-based methods and the other is skill-based methods. In addition, a set of individual, organizational and environmental antecedents and individual and organizational consequences for the individual development of strategic managers were identified, and the set of these variables is presented in the form of a model. The results of the research showed that the strategic managers of the Underprivileged Foundation of the Islamic Revolution, by using knowledge-based and skill-based measures of personal development, can improve their competencies and achieve desirable results at the individual and organizational level.



Wang et al, (2021) investigated the role of information technology in the combination of human resources strategy and organizational resources. They concluded that organizational leadership plays an important role in the strategic alignment of human resources and organizational resources, and organizational culture also has a moderating effect.

### Research Methodology

According to its purpose, the research method is applicable; and qualitative in terms of implementation, type of content analysis; and, exploratory in terms of nature. The statistical population of the research includes 12 university professors in the field of management and senior managers of the Ministry of Economy and Finance, and sampling was done theoretically. Ground theory was used for data analysis.

### Research Findings

For data analysis, MAXQDA 2020 software was used to code the interviews, and the results showed that a total of 8 categories (main category) and 50 subcategories were identified and extracted; and in the results of the leveling of the final model of the country's strategic managers training model, the consequences are the most effective factor in the country's final model of training strategic managers using the data-based method; and the central phenomenon and strategies are in the next priority. Contextual conditions and intervening conditions are placed in the third level of influence on the final model of training strategic managers of the country according to the data-based method, and causal conditions have the least impact on the final model of training strategic managers of the country.

### Conclusion

The current research was conducted with the aim of providing a model for training strategic managers of the country based on the data-based theory approach in the Ministry of Economy and Finance. The results of this research are in agreement with the results of Vakili et al, (2022), Rigi et al, (2021), Dehghani et al, (2021), Jafariniya et al, (2021), Kim et al, (2020), and Haque (2021) ). (Vakili et al, 2022) showed that the strategic managers of the Underprivileged Foundation of the Islamic Revolution can improve their competencies and achieve desirable results at the individual and organizational level by using knowledge-based and skill-based measures of individual development. Kim et al, (2020) suggested in a study that strategic goals and results include a comprehensive approach to the organization and are considered by different departments. Almost every strategic priority is cross-functional; as a result, the alignment of the organization is very necessary and it causes communication between the goal of the organization and the individual, reducing time wastage and reducing work waste (increasing efficiency). Since the results showed that the main categories of the model of training strategic managers in the Ministry of Economy and Finance include strategic issues, training, efficient management, supervisory and control functions, internal organizational activities, individual competencies, external components and professional principles, it is suggested that issues such as training and control and monitoring activities should be paid more attention by organizations and also transfers based on competencies should be less involved in external components. Considering that the results showed that strategic issues, training, efficient management, supervisory and control functions, intra-organizational activities, and extra-organizational components and professional principles had a favorable status; and the component of individual competencies had an average status, it is suggested that the components which has an average status should be taken more seriously and more work should be done on individual competencies, and also desirable components should not be ignored so that they decline.