

The Role of Strategic Awareness in Developing the Practice of Strategic Foresight in Business Organizations -Epistemological Perspective-

AHMAD ALI SALIH, AHMAD YACOUB NASEREDDIN

Faculty of Business,
Middle East University,
Amman, 11831,
JORDAN

Abstract: - Current research aimed at investigating the role of strategic awareness in developing the practice of strategic foresight in business organizations; in an attempt to cope with an intellectual dilemma summarized in that the practice of strategic foresight is still very limited in business organizations in general and in Arab business organizations in particular, for three reasons, first: its novelty and lacking its awareness; second: anxiety towards the future; third: nature of consideration to the future. Furthermore, to achieve the foregoing, the qualitative approach was used employing the epistemological prospective, because this prospective fathoms on rooting the knowledge for exploring factors, variables, and dimensions affecting the stimulation to use the strategic foresight, and reduce the barriers to practicing this prospective in the lived reality thru stimulating out-of-the-box thinking on the one hand, and increase the cognitive movement sensibly, analytically, critically, synthetically, and evaluative on the other hand. Yet, as for the study sample, it was purposive consisting of many studies, literature, documents, and documented experiments that were predetermined and purposively. However, the research reached a number of conclusions most notably: that strategic awareness plays a (synergistic) role to strategic foresight from the realism simulation perspective. This research depends on the reliable knowledge already gathered from people of knowledge and books. Whereas, strategic awareness plays the (influential) role of strategic awareness from the rationalism simulation perspective which uses logical knowledge that inquires into the fact thru knowing the cause.

The research has presented several recommendations first of which: the necessity to invest in the relation of strategic awareness with strategic foresight to activate the synergistic role thru stimulating critical thinking where this type of thinking would help in developing the area of strategic foresight. As well as to activate the influential role thru developing creative thinking, because this thinking encourages the detection of new relations, the adoption of authentic solutions, and the capability to sense problems.

Key-Words: - strategic awareness, strategic foresight, business organizations synergistic role, influential role.

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1 Introduction

Most business organizations live in troubled and uncontrolled environments due to the dominance of environmental uncertainty and scarcity of information, multiple accelerating environmental changes on the one hand, and on the other hand, the said organizations face acute competition requiring distinct qualifications and advanced non-conventional thinking levels.

In the midst of these two challenges (turbulent and competitive environment), business organizations are fighting for the sake of survival and continuity in the field of competition. And in order to cope with these challenges business organizations are required to advance their strategic

awareness levels and accept the logic of challenges, pay more attention to the future and its processing as being an imposed indispensable variable, and adopt the practice of strategic foresight as being a method to see the future and to develop the proactive and adaptive capabilities, [1], [2] this on one hand and the investment in the relation of strategic awareness with the strategic foresight on the other hand, because that the prospective innovative performance gets greatly affected by the extent of the strategic awareness among the leaders thru practicing the political and transformational leadership, [3], therefore facing the prospective crises depend mainly on the leadership awareness and ability to use the experience strategic lens to find the future challenges solutions, [4], [5]

Based on this, the current research seeks to investigate the role of strategic awareness in developing the practice of strategic foresight in business organizations using the epistemological prospective which fathom rooting the knowledge to explore factors and variables and dimensions that affect the stimulation of practicing the strategic foresight, and, reduce the barriers to practicing it on the ground; in an attempt to stimulate the said organizations to adopt the approach of making the future and manage its variables in a manner realizing the possibility to deal with the environmental uncertainty in realistically and rationally to win the competition by way of reinforcing the competitive position.

2 The Framework of Research and Paradigm

2.1 Intellectual Dilemma of Research and the Knowledge Gap

Day after day strategic anxiety increases among business organizations leaders due to accelerating environmental waves of uncertainty and variation of strategic arms of competition, [6]. Environmental uncertainty represents a negative phenomenon that materialized from the lacking of information on the part of decision-makers about the relevant environmental factors associated with the problem put forward, and their inability to predict the external variables, [7], [8]. This would create difficulty in diagnosing the prospective variables affecting the making of clear decisions, and thus, failure of organizations to survive within the competition circle, [9]. And as a result of that, many studies, [10], [11], [12], [13], demanded to reduce the gap of environmental uncertainty by depending on prospective studies, especially strategic foresight; because strategic foresight provides the decision makers with many images and varied solutions for the alternative futures that could be taken up to re-innovate the organizations and deal with the environmental vagueness, and investing in the futuristic opportunities, [14], [15].

And in spite of the importance of the strategic foresight yet its uses are still very limited generally speaking, and in the Arab business organizations in particular for three reasons: first its novelty and lacking of awareness of it ; because the interest in futuristic studies can't occur without establishing the awareness methodically and practicably, [16] , second the anxiety towards the future ; where it was the dominating pattern among the Arab managers

due to psychological and natural factors of the social make-up of the Arab man relation in imagining the time based on conventional interpretations, and therefore, this produced weakness in the future perspective among those managers, [17], third the nature of consideration to the future, where assumed that to see the future as being a respondent variable (dependent) to human action effects and intellectual accumulation of the civilization; but the reality is seen as an illustrative variable (independent) and this a gross mistake caused by the fragility of the strategic thought in the making of future, [18].

The foregoing represents the features of the current research intellectual dilemma, which may lead us to diagnose the knowledge gap formed in the scarcity of studies that determine the reasons for abstaining from using the prospective studies in general, and the strategic foresight in particular, in developing the Arab business organizations, and the limitedness of studies that determine the requirements of applying the strategic foresight in the Arab business organizations; and finally, the absence of the fundamental studies with epistemological prospective that fathom in rooting the knowledge to explore factors, variables, and dimensions affecting the stimulation to use the strategic foresight and reducing the barriers to practicing it on the ground; where the strategic awareness might be one of the most important variables in this regard.

2.2.1 Main Research Question and Sub-Questions

The research attempts to answer the following key question:

(Does strategic awareness play a role in developing the practice of strategic foresight?)

Answer this main question entails answering the following sub-questions:

1. What justifies the use of an epistemological perspective in the current research?
2. What is the intellectual and conceptual basis of strategic awareness?
3. What is the intellectual and conceptual basis of strategic foresight?
4. What are the assumptions that will be used in epistemological simulation to build images and syntheses of the strategic awareness relation with the strategic foresight and diagnose the anticipated roles?

2.2.2 Importance of the Research Intellectually and Practically

The importance of this research is outlined in the following aspects:

- Enlarging the debate on contemporary subjects in strategic thinking, namely, strategic awareness and strategic foresight, with the aim to increase the clarity and benefit from their intellectual data.
- Focusing on epistemological foresight and its significance in analyzing the strategic thought phenomena and combining its complex elements, and this would contribute to increasing the area of rooting the knowledge.
- Opening windows for addition and critique and assessment to stimulate carrying out more future research and studies with numerous images, the basic and other applied, and a third evaluative.
- Researchers and practitioners would equally benefit from employing the results of this research in applications, theoretical and practical practices.

2.2.3 The Purpose and Objectives of the Research

The current research study's purpose at diagnosing the role of strategic awareness in developing the practice of strategic foresight, by realizing the following objectives:

1. Identify justifications for using the epistemological perspective in analyzing the strategic thought phenomena and synthesizing its elements.
2. Provide intellectual and conceptual framework about the main research topics, strategic awareness, and strategic foresight.
3. Describe the nature of probable relations between strategic awareness and strategic foresight by simulating it epistemologically to extract the roles anticipated for development.

2.2.4 Research Paradigm and Perspectives

The paradigm is a factual formal structure for an abstract philosophical fact that needs to be debated on the ground to draw out the truth based on the researcher self on the one hand, and the reality as being a field to experiment what has been achieved on the other hand, [19]. so it represents the conceptual lens through which the researcher investigates the methodological aspects of his project by way of identifying the research methods that will be used, and, how to collect and analyze the data and draw the results out of them, [20].

The paradigm consists of four perspectives, some call them 'elements', these are:
Epistemological perspective

* Conception: Epistemology (theory of knowledge), represents the researcher's view in explaining the knowledge however the known truth was; irrespective of the cognitive truth type, providing to determine the source from which the researcher draws his knowledge. And consequently, it's the study of knowledge nature and rationalization. And so, in the perspective of knowledge theory, you can put forward questions like: is knowledge something that can be obtained from one side, or something available to people with individual expertise? What is the nature of knowledge and the relation between the knower and the known? What is the relation between me, in my capacity as inquirer, and what is known, [21]?

These questions are important because they help the researcher to put themselves in the research context to discover what is new, with the view of what is known through understanding the nature of relations, [22], [23].

In summary, the epistemological perspective heeds two central questions, they are: the first what are the sources of basic knowledge? Is it the mind or senses or tuition, or a combination thereof? The second is what is the nature of knowledge, [24]?

It appears from the aforesaid that the epistemological perspective grants the researcher the freedom to think outside the box on the one hand, and increases the cognitive movement sensibly, analytically, critically, synthetically, and evaluative and this is the first justification to adopt this perspective in the current research.

▷ Sources: epistemological perspective depends on four sources of knowledge, these sources are: intuitive knowledge, reliable knowledge, rationalism knowledge, and experimental knowledge. The following illustrates the order of the said knowledge sources by their use, [25]:

- Relying on beliefs, faith, and intuition, therefore the knowledge base of research is intuitive knowledge.

- Relying on the data collected from people of knowledge, books, and leaders of organizations where the knowledge base will be reliable knowledge.

- Focusing on the cause as being the surest way to learn about the truth, so the knowledge base will be rationalism knowledge or logical knowledge.

- Focusing on the meaning and clear objective facts, where the knowledge base will be the experimental knowledge.

It's evident from the above, that the epistemological perspective is important for the researcher because he can easily explore the knowledge in the social

context in which it is placed, and how to deal with it in this framework. And, this is the second justification for adopting this perspective in the current research.

▷Flexibility: this perspective maintains high flexibility consisting of the possibility to synthesize and discuss a number of knowledge sources in one research and by the context where the researcher lives.

In this context, current research relies on discussing two knowledge sources: (reliability and rationalism), which is the third justification for adopting this perspective in the current research.

- Methodological perspective

- Method: qualitative method was used in this research by relying on induction and scrutiny of the knowledge sources in the literature, and analyzing its implications, [26], and then drawing out the results therefrom based on the epistemological perspective.

- Sample: purposive sample involving a number of studies and literature and documents and documented experiments that have been predetermined and purposely.

- Structure: the research is composed of four main themes: (general framework, paradigm, intellectual and conceptual framework, the induction framework according to the epistemological perspective, and finally the closing framework which contains the conclusions and recommendations).

- Ontological perspective

Meaning to search for the absolute existence, the general existence, and according to Aristotle – searching for existence as is, [27]. And thus, this perspective tends to the assumptions adopted by the research whether they are logical or true, or natural in interpreting the essence of the social phenomenon in which the research inquires, [28].

- Axiological perspective

the axiological perspective refers to the ethical issues that should be observed in the research. And therefore, this perspective represents the ethical framework for making the right decisions. And in the current research emphasis will be made on the following elements: (observing privacy, seeking precision, respecting intellectual property, and abiding by the mechanism of accessing data).

- Limitations and determinants of the research:

- Limitations of research: the current research is delineated by the following:

1. The two knowledge sources (reliability) and (rationalism)

2. The references, sources, reports, and surveys were purposely chosen in this research.

- Determinants of the research: most important determinants of the current research:

1. Credibility and reliability of the data and information trustworthy in the references and sources and reports, in addition to the accuracy of analyses and tests and their rationality in diagnosing the cause and effect.

2. It's difficult to generalize the results of the current scientific research to the organizations that don't practice strategic awareness or their practice utilizes the reaction based on the saying (wait, and see?!) and not the proactive practices.

At the end of discussing this theme, the answer to the first sub-question has been given and thus the first objective of the research objectives is realized.

3 Intellectual and Conceptual Framework of the Research Topics

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3.1 Intellectual and Conceptual Framework of Strategic Awareness

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Intellectual and conceptual framework of strategic awareness:

Strategic awareness is considered among the hot and critical topics because it focuses on detecting the likely probabilities in realizing the organization's targets and effectively, and in spite of that, it was overlooked and not taken up by the business organizations as it calls for advanced and sophisticated analytical capabilities not available to them, [29].

However, strategic awareness was known as the process to access non-analytical data in the process of strategic decision-making by way of integrating awareness and latent knowledge with the strategy to boost the efficacy of true knowledge for the industry and worldly trends and prospective probabilities, [30].

It represents perception, distinction, understanding, and explanation. So it's a perception belonging to the surrounding variables, whether political, economic, social, or else, and knowing their degree of risk, and the distinction between the temporal and spatial variables with incredible speed, intellectually and practically; and understanding and

explaining the variables, in the strategic position framework, [31].

And was known also as an advanced stage of the meta-thinking arising from synthesizing advanced rational processes with implications of strategic thinking to promote the analytical and synthetic capability to draw out and infer the beneficial and effective information and knowledge that contribute to lowering the uncertainty and environment vagueness, and, then looking up to future trends and thus taking the prudent strategic decisions that achieve the survival and growth of the organization and develop its competitive capabilities that enable them to add the unique value to the clients, [29].

Based on the previous concepts and by benefiting from their intellectual proposals, then the current research sees that the tasks of strategic awareness are outlined in the following:

- Activate the advanced rational processes at the three levels: (individual, collective, and organizational).
- Depend on perception, discrimination, understanding, explanation, and vision.
- Develop the analytical and synthetic capabilities of the strategic thinking system.
- Draw out the necessary data and deduce the useful information that contributes to lowering the environmental uncertainty levels and effecting a logical balance between the environmental variables.
- Contribute to making dynamic decisions and take up them to enhance the competitive capabilities and realize excellence and sustenance of the competitive advantage.
- Practice a current role to deal with the current environment data and a futuristic role as a sensor for the probable changes.
- Deal with the internal and external environment of the organization.

Strategic Awareness Seeks to Achieve the Following Objectives, [32]

- Rationalize the process of decision-making by adjusting the variables that impact the precision of the information and the quality of the decision.
- Activate the response of individuals to perform their assigned tasks efficiently and effectively.
- Determine the organizational targets with objectivity and within the capabilities, liabilities, competencies, and accessible resources.
- Regulate the process of control and supervision and contribute to achieving efficiency, effectiveness, and productivity.

3.2 Intellectual and Conceptual Framework of Strategic Foresight

Intellectual and conceptual framework of strategic foresight:

The year 1943 is considered the beginning of futurology evolution when the German scientist (OSSIP FLECHTHEIM) used the term "Futurology", [33]. Yet, as for the launch of the "future studies" and looking up to it, this took place in the USA at the end of the second world war for military purposes, before being used in civil services for wide commercial, educational, and technological sectors by way of RAND Corporation, which established what is called 'Think Tanks' and founded many innovative means to control the future events and look up to it, and it provided many futurists and contributed to the advancement of future studies especially the Delphi technique and the scenario technique, [15].

However, strategic foresight is considered an important branch of futurology interested in the maintenance of organizations and enabling them to face up to challenges and seize opportunities, thereby some experts call strategic foresight the term (looking forward), and considered thinking centered on the exploration of the future and an attempt to assimilate its data, [34]. Furthermore, strategic foresight was defined as science and art for diagnosing future events and their probable surprises and providing evaluative estimates to them, [35]. Also, it was defined in the futuristic framework as a humane scope in which knowledge integrates and multiplies, to analyze future developments and evaluate them in a rational and objective way making room for innovation and creation, and not to announcing forecasts but an organized scientific judgment employing the logic, mind, tuition, and imagination in detecting the futuristic relationships, [36].

Strategic foresight plays an important role in business organizations that can be summarized as follows, [37], [38] :

1. Diagnosing the future status: (clear future, alternative futures, or a range of futures, or the actual ambiguity).
2. Describing the strategic movements favorable for dealing with the four future conditions stated in point (1), it may be a movement: (to maintain the right to playing, adapt to the future, or shape the future).
3. Determining the portfolio of actions associated with the strategic movements stated in point (2) as they may be either: (large betting actions, actions of selections, or non-repent actions).

4. Analyzing the structure of strength in the chart of stakeholders and their level of importance.

Anyhow, foresight could be exercised by three strategies, they are, [34]:

- Hedgehog strategy: most notable properties: disliking ambiguity and complexity and disorder, liking clarity, listening to the story from a single party, avoiding the change, exaggerated confidence in the future which may cause troubles to them later on.

- Fox strategy: most important properties: hesitating, speedy boredom, desire to experiment with every novelty, ability to re-arrange the thought imparted with a new value, adoring the challenges and complex problems, enjoying the solution of puzzles, desire to work in vague environments and high uncertainty circumstances.

- Eagle strategy: including the properties of soaring high to see everything clearly, the possibility to link the past chain with the present and future, capability to change the direction and fast adjustment of the track, effective follow-up of time and place, and organizing the moment of swooping.

At the end of debating this theme, we answered the two sub-questions (2+3) and thus the second objective of this research has been realized.

4 Induction the Nature of the Relationship and the Expected Roles between Strategic Awareness and Strategic Foresight

This theme addresses the question of describing the probable relations between strategic awareness and strategic foresight according to the epistemological perspective in an attempt to draw out the role played by strategic awareness in developing strategic foresight, the role herein means the patterns, conducts, acts, practices taken over by individuals, groups, and organizations in dealing with the foresight subjects with the aim to develop its practice (adjusting, enhancing, updating, and regulating) and using a distinct-supporting culture. However, the epistemological simulation will take place as follows:

4.1 First Simulation: Realism Simulation

Source of this simulation: reliable knowledge that was gathered from persons of knowledge, books, leaders of organizations, and, this simulation seeks to tackle the issues from multiple objective viewpoints, and desire to provide the maximum amount of information before issuing the judgments, [39]. And after analyzing and simulating the reliable

knowledge sources we concluded that the relation between strategic awareness and strategic foresight is as follows:

The relation of both brain halves, right and left, so the strategic foresight represents the right half, the emotional part responsible for processes of intuition, innovation, creation, and imagination, and this half represents (41%) of the brain operations. Whereas, the left half represents strategic awareness, the realistic part responsible for the processes of sensing, thinking, planning, analyzing, and focusing on material things and forms (59%) of the brain operations, [40], [41]. And thereby, the approach of abstract thinking is inclusive thinking which depends on vision and imagination, while strategic awareness is abstract thinking which depends on facts and reliable evidence, [42]. And thus, the relation between them is associative with positive features, namely, an increase in one of them will increase the other and vice versa, as well as it's a complementary relation with relative poise.

According to the aforementioned and based on it we conclude that the role of strategic awareness in developing strategic foresight, in the factual simulation framework is the synergistic role; and the functions of this role can be summarized as follows:

1. Regulating the ripples of intuition and its outpours linked to the cognitive or mental vagueness and cognitive bias in the process of foresight thru 'judiciousness'. And in an approach to describe judiciousness (JACK WELCH), the CEO of General Motors Company, said: when the change, occurring outside the company, exceeds the level of change occurring inside the company, then the end becomes near. And in another approach (PETER DRUCKER), said: spending money and effort in seeking the opportunity should be constant- a danger you got to wade through- if the money required for that was greater than the company's capacity and affects its continuity, hence the company here cannot bear the opportunity, [6]. Both previous approaches emphasize the role of judiciousness in controlling the onrushes of tuition, thus creating a complementary balance and a fruitful reaction.

2. Enhancing the lens of imagination and adjusting the vision tracks through abstract thinking based on facts and reliable shreds of evidence. And in an approach to describe the role of abstract thinking, said one of the researchers: in order to restore control over our fate and form the future, we must think clearly and lucidly about the critical choices facing us thru being carried away by the data, and based on thorough researches, and reports and not an assumption, exaggeration, naïve

optimism, or valueless guessing, in order to provide the best pieces of evidence and information about the future, [43].

3. Updating the compass of innovation and creation from one output to multiple outputs by way of the (diffusive effect) which means finding an authentic idea interlaced with other ideas to create a group of innovations that in their turn lead to more mutual effect, [44]. The best approach is to put forward the idea of the blue ocean strategy which contributed to updating the navigation compass of organizations towards innovation and creation because it's an authentic idea creating a group of innovations, most importantly: value innovation, new markets innovation in which nobody would compete with you, and order-creating innovation, and innovation of focusing on the value and cost at one time, [45].

4.2 Second Simulation: Rationalism Simulation

Source: the logical knowledge which looks for the truth; and thus, the surest way to reach the truth is to know the cause, [24]. Because knowledge in administrative fields is not innate but renewable and progressive, already set forth through methodological thinking and passed on by science and circulated by training, and gained by practice, [46]. And according to that, and as long as the required to develop is the foresight practice as it forms the actual problem of this research and the most important variable in the study and analysis, and because its results represent the sought future; so it's imperative to look for the causes that contribute to the advancement of this variable; and after analyzing the contents of literature and deducing their tendencies, I conclude the following: That the strategic awareness is an integrated phenomenon with internal vast ocean inclusive of three levels: (individual, collective and organizational awareness), and external: (social, cultural, political, economic, legal, environmental and technological awareness) and with triple-reactive feature, the first between the internal levels; and the second between the external levels; and the third between the internal and external levels individually one time and jointly another time. However, the employment of such levels and reactions in developing the present and solving its problem, and forming the future requires comprehensive awareness, and clear opinion that would edge on reforming the mind, [46], [47]. And accordingly, strategic foresight is in dire need of the awareness system as it raises its capacity to imagine, diagnose, innovate, and create. And based on that,

the image of the relation between strategic awareness and strategic foresight and its nature will be causative relation, where the independent variable therein: (illustrative or predictive) is the strategic awareness which forms the cause, and the dependent variable (respondent) is the strategic foresight which represents the effect. However, the type of effect will be positive with the data and dimensions of developing the strategic foresight, and negative with the barriers to developing the strategic foresight.

The causative relation would allow the researcher, or advisor, to intervene in conducting adjustments on some variables to identify the effect of such variable on the dependent variable; in other words, the researcher, or advisor, shall purposely alter certain factors to neutralize the effect levels, [48].

Based on the aforesaid and according to it we conclude that the role of strategic awareness in developing strategic foresight in the framework of rational simulation is an influencing role, and the functions of this role are summarized as follows:

-Affecting the risks and their management, especially the strategic risks which are negatively related to long-range future terms; namely, any increase in practicing the influencing role of strategic awareness will decrease the critical strategic risks with far-reaching reflections on the future of organizations, [29]. And this function will greatly facilitate the practice of strategic foresight in dealing with environmental variables by steadying and changing.

-Achieving the cognitive harmony between the CEOs in senior administrations and would contribute to a positive effect on the making prudent futuristic decisions, [49], namely, whenever the cognitive harmony of the influencing role increases the making of prudent futuristic decisions would increase, because the cognitive harmony indicates to the highest degree of agreement on the materiality of the environmental positions and variables, and this function will contribute greatly to looking up to the competitive positions and the competition-distribution charts.

-Promoting sensitivity to environmental variables will reflect positively on increased environmental efficiency and negatively on the biosphere pollutants, namely, as environmental sensitivity increases, environmental efficiency, with its dimensions, increase: (focusing on client service, life quality, and protection of environmental energy) in return, increased environmental sensitivity will reduce the biosphere pollutants (air, water, and land) and thus increasing their purity, [50].

-The previous results will increase the capability to look up to the environmental sustainability future and build a green strategy improving thereby competitiveness and creating new job opportunities, [51].

-Decreasing concern about the future, by way of decreasing the reliance on the defensive pessimism strategy arising from contradiction between the events signs perceived by the individual, and self-regularity which would forbid it from dealing with the risks and innovation and impact his professional path and personal future and make him captive of the past, [52]. And the contribution of the influencing role to reducing the worry towards the future, and increasing the optimism towards it would come by way of developing the psychological and social factors relating to acceptance of discrepancy firstly; which means learning to accept the contradictory nature in the regulatory phenomena, and such acceptance entails training on the awareness in that the significant associations might be present, and, stimulation to solve the contradiction secondly; which points out to bringing into being responses for the contradictory stresses in a positive constructive manner, so that not to involve the elimination of stresses but instead to bring into being the means that would realize the competitive demands or taking into account the divergent ideas in a concurrent instantaneous manner, [53]. Acceptance of contradiction and seeking to solve the discrepancy will help to look up to the positive effect volume on the organizational prospective effectiveness, [54].

At the end of debating this theme, the answer to the secondary question four is thereby given and thus the third target of this research is realized.

5 Conclusions

Conclusions can be summarized as follows:

- It appeared that strategic anxiety increases among the business organizations leaders due to accelerated waves of environmental uncertainty which is considered a negative phenomenon that materialized from lacking adequate information by the decision makers about the environmental factors related to the problem in question, and their inability to predict the external variables.
- It was made sure of a need to shrink the environmental uncertainty gap by relying on future studies, especially strategic foresight.
- It was revealed that in spite of the importance of the strategic foresight subject, its uses are still very limited in general, and in Arab business

organizations in particular, and for three reasons: (1) novelty and the lacking of awareness on the subject, (2) the worry towards the future, (3) the way by which the future is looked at.

- It became proved that the lacking of basic studies with an epistemological perspective that fathom rooting the knowledge to explore factors and variables and dimensions affecting the stimulation of using the strategic foresight, and reduction of barriers to practicing it on the ground.

- It appeared that strategic awareness is one of the hot and critical topics because it concentrates on exploring the possible likelihoods of realizing the organization's targets and effective methods, and in spite of that, it was overlooked and not used by the business organizations as it needs advanced and sophisticated analytical capabilities not available to them.

- It was revealed that strategic foresight is one of the most important branches of futurology which is concerned with ensuring the sustainability of organizations and enabling them to face up to challenges and seize the opportunities.

- It was drawn out from the realism simulation herein, which relies on reliable knowledge already collected from persons of knowledge and books, that strategic awareness plays the synergistic role for strategic foresight in the realms of regulating the ripples of intuition, enhancing the imagination lens, adjusting the vision courses, and realizing the diffusive effect. In addition to that it has associative relation with relative poise.

- It was made sure that the rationalism simulation, which depends on the logical knowledge that looks for the truth thru knowing the reason, that strategic awareness plays an influential role in strategic foresight, and thus, the strategic awareness is the independent variable (cause) and the strategic foresight is the dependent variable (effect). And based on that, strategic awareness will contribute greatly to predicting the reduction of strategic risks, and increase the cognitive harmony, and the makeup of green strategies.

6 Recommendations

Based on the conclusions herein we here below present a number of recommendations as follows:

- Reducing the strategic anxiety thru being interested in future studies related to environmental uncertainty, which would come through developing the environmental uncertainty perception and dealing with the restive environmental variables.
- Developing strategic awareness capabilities at the individual, collective, and organizational levels, and

this could be realized by way of holding brainstorming sessions, focus groups, cognitive sharing, and multi-disciplinary research teams.

- Enhancing the processes of selection, organization, and interpretation as being components of strategic awareness, and would contribute to increased communication efficacy, drawing out the meanings and ideas, and containing the environmental restiveness.

- Encouraging the practice of strategic foresight by approving the interactive workshops in analyzing the case studies, setting up scenarios, industrial tourism, and training on the Delphi approach and simulation.

- Activating the behavioral reserve for the organization leaders, which would make them able to take up the risk and deal with the environmental vagueness, and this could be realized through training on tactics of guidance, orientation, empathy, foresight, stimulation, and bargaining.

- Attaining balance between strategic thinking methodically in leading the forward-looking of the organization and strategic planning practically in administering the looking ahead, whereby this could be attained by way of training on the problem-solving strategy and decision making, and taking over pioneering education.

- Investing in the relation of strategic awareness with strategic foresight to activate the synergistic role by way of stimulating critical thinking where this type of thinking would help develop the area of strategic foresight; because the said thinking heeds the new ideas, further the constructive critique method, and count on deliberation and thoughtfulness in containing the environmental restiveness.

- Investing in the relation of strategic awareness with strategic foresight to activate the influential role by way of developing creative thinking, because this thinking would encourage the discovery of new relations, adoption of true solutions, and the ability to be sensitive to problems.

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Conflict of Interest

The authors have no conflict of interest to declare.

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