



Strategic Dialogue and Its Impact on Entrepreneurial Strategy Compass

Zayad Ali Abbas As.Prof. Nesrien Jasim Mohamed

DOI: <http://doi.org/10.37648/ijrssh.v11i01.004>

Paper Received:

15th December, 2020

Paper Accepted:

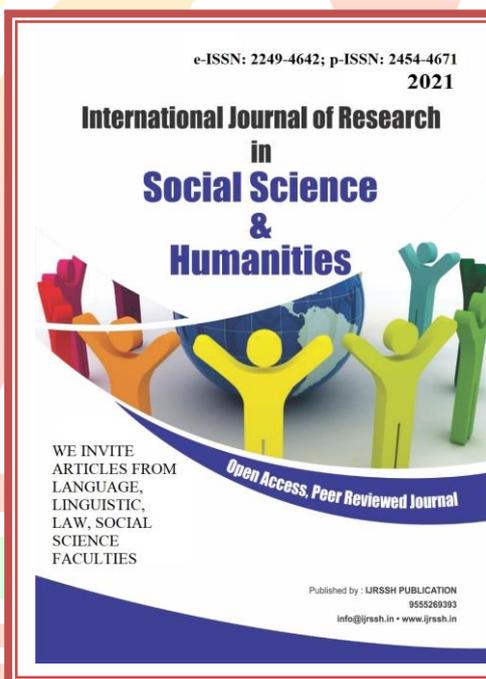
05th January, 2021

Paper Received After Correction:

08th January, 2021

Paper Published:

11th January, 2021



How to cite the article: Zayad Ali Abbas As.Prof. Nesrien Jasim Mohamed,
Strategic Dialogue and its impact on Entrepreneurial Strategy Compass, IJRSSH,
January-March 2021 Vol 11, Issue 1; 36-50, DOI:
<http://doi.org/10.37648/ijrssh.v11i01.004>

ABSTRACT

The current research aims to test the impact of strategic dialogue on Entrepreneurial Strategy Compass in the Ministry of Foreign Affairs, as well as to diagnose the ministry's level of interest in research variables and their dimensions, to come up with a set of recommendations , Which contribute to improving its practice and adoption , and based on the novelty of the two variables and their urgent importance to the Ministry and its members on the one hand and society on the other hand ,The exploratory descriptive approach was adopted ,and it was applied in the environment of the Ministry of Foreign Affairs to form the research community for the diplomatic corps in the ministry , The research sample was intended to class it included (152) leaders of the diplomatic corps concerned with dialogue and negotiation (Ambassador, Minister Plenipotentiary, Adviser, First Secretary, Second Secretary, Third Secretary, Attaché), The main research tool was distributed to them to investigate opinions about the studied variables, (115) were retrieved from them, while the valid ones were for statistical analysis (112) views, data, data and limited interviews, while the research used statistical programs (AMOS V.25- SPSS V.26-SMART PLS V.3.3) to analyze the primary data, With the adoption of descriptive and inferential statistical methods represented in (normal distribution test, exploratory factor analysis, confirmatory factor analysis, validity and reliability test, arithmetic mean, standard deviation, relative difference coefficient, relative importance, Pearson correlation coefficient, simple linear regression coefficient, multiple regression coefficient) To test research hypotheses , The statistical analysis revealed a number of results, the most prominent of which was the existence of a statistically significant effect of strategic dialogue on Entrepreneurial Strategy Compass.

Keywords: Strategic Dialogue, Entrepreneurial Strategy Compass, Ministry of Foreign Affairs

IJRSSH

RESEARCH PROBLEM

It is evident through the research variables that those targeted to investigate the research variables (strategic dialogue, entrepreneurship strategy compass) are the leaders of the Ministry of Foreign Affairs, being the vital element that requires developing their capabilities and skills in dialogue, in light of a series of diplomatic, political and economic dialogues and negotiations, in addition to strengthening The work of entrepreneurship strategy compass as behavioral guides to improve the reality of the organization, and give it the lead among competitors, through its dimensions represented by (architectural, intellectual property, disruption, value chain). The researcher went to their questions about what each variable is and what it represents for them. Therefore, their answers indicated limited knowledge and technical experience with the research variables, given their novelty, In addition, the research problem was embodied by a main question represented by (Has the Ministry of Foreign Affairs been able to direct the strategic dialogue to improve the work of the organization's entrepreneurship strategy compass?). The researcher also noted, through an interview with two important members of the ministry, the limited interest in the

ministry's personnel involved in the strategic dialogue, and the limited refinement of their talents. And their capabilities, and the lack of common standards that form the basis for the launch of the dialogue, which affected the ministry's approach to strategic dialogue in a way that meets its ambition. The researcher also noticed the absence of a patent, but was able to identify the presence of individuals presenting undocumented proposals that contributed to the distinction of the dialogue committees, and a relative interest in The culture of the ministry, and the existence of a consultative and functional organizational structure that needs flexibility and adaptation, in light of the adoption of strategies that need to change and renewal with the change of geopolitics and government orientations, especially as it depends on the outputs of other ministries (defense, interior, education, trade, health, and finance). Embassies and attachés from a homogeneous mixture of representatives of these ministries under the name of consulates, embassies and attachés, so that the ministries' activities are considered a value chain and logistical support for the Ministry. While the interviews resulted in the Ministry's limited direction to adopt decision support

systems, create a knowledge, data and information bank, and for the researcher to delve into the concepts of variables (strategic dialogue, entrepreneurship strategy compass), and his awareness of their impact on the organizational structure of the Ministry of Foreign Affairs, it made him define some features of the questions. In addition to the self-motivation of the researcher to adhere to this combination and go about researching it, and the researcher has posed a number of questions that he seeks to answer, represented by the following:

1. What is the philosophical and intellectual theorizing of writers and researchers' propositions about the variables under discussion (strategic dialogue, Entrepreneurial Strategy Compass)? Are the research variables considered processes and activities that express an interconnected structure for strategic management as a basic basis for achieving entrepreneurship?
2. Are the variables under discussion merely procedures and principles required by the organizational work only, or are they a commitment to achieve the importance and objectives of each of them, or do they indicate a commitment to the rules and patterns of individual and collective strategic work, as they carry with them valuable aspects that affect the

leadership, strategic and behavioral performance of the Ministry of Foreign Affairs in terms of quantity and quality ?

3. What is the level of adoption, practice, and interest of the Ministry of Foreign Affairs in the strategic dialogue and its dimensions (principles, processes, individuals?) .
4. What is the level of adoption, practice, and interest of the Ministry of Foreign Affairs in Entrepreneurial Strategy Compass and its dimensions (architectural, intellectual property, disruption, value chain?).
5. Do the variables (strategic dialogue and its dimensions impact on Entrepreneurial Strategy Compass?).

RESEARCH HYPOTHESIS

Based on the research problem and within the framework of its hypothetical scheme, the main research hypothesis was formulated in the direction of negation in the absence of research or study proving the existence of a relationship between the variables that were searched in the Ministry of Foreign Affairs as follows: **(There is no positive impact of strategic dialogue on Entrepreneurial Strategy Compass at a significance level of 0.05).**

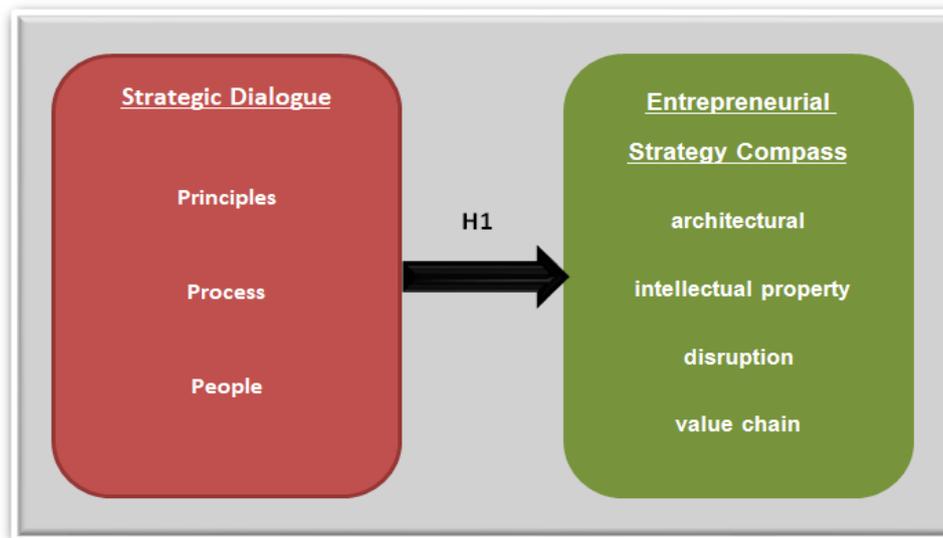


Figure 1 Conceptual Framework

INTRODUCTION

The new Iraq inherited a heavy legacy of hostility and distrust as a result of irresponsible political and security factors that led to a decline in communication with the international community. Therefore, the Ministry of Foreign Affairs in the new Iraq faced challenges and still faces many burdens such as debts, border demarcation disputes, prisoners, disarmament committees, as well as previous wars and their various results, and as a representative of the new Iraq, the Ministry of Foreign Affairs has effectively and successfully removed the state of isolation and continues to achieve goals Foreign policy with a responsible vision to work to protect the security of Iraq, enhance its stability, and build its economy in a thoughtful manner, And support the activities of Iraqi diplomatic missions, continue work to support the

role of Iraq in the multilateral bodies, and improve the diplomatic work stemming from the constitutional foundations and legal controls aimed at achieving the vision of Iraq and its prominent position as a civilization and people .

Like all public institutions, the extent of their success in the third millennium is determined by stimulating their Entrepreneurship Strategy Compass , and pushing their performance towards effective and efficient outputs that do not resemble their past, based on strengthening their capabilities in strategic dialogue among its members, decision-makers and their audiences, who are interested in formulating their comprehensive strategy, exchange views and participate in Choosing the best strategic alternative to each other according to principles and processes to achieve the most benefit from every

situation facing their ministry, as strategic dialogue is a basic skill that affects everything the organization does or says about its future performance, and at all individual, collective and organizational levels. If this skill is weakened, it will be Victim of competition with other organizations at the regional or international level, and dialogue is an essential part of the organizational life of the Ministry of Foreign Affairs, and it is one of the best methods of learning and strategic formulation, in light of comparing and meeting opinions about what he does and can do, so that this formulation is reflected in the form of decisions, changes and developments in the social environment Cultural, political and economic, in its negative and positive forms.

The sovereign decisions taken by the Ministry as a result of the strategic dialogue embody a set of activities and practices that its members generate at their various organizational levels, and employ a mix of creative resources to diagnose their opportunities and then strive to achieve them in light of this. For the public interest of Iraq, which calls on it to stimulate the behavior that distinguishes it by investing opportunities through initiatives and maneuvers whose primary goal is to search for the right direction and path through the entrepreneurship strategy

compass in light of exploration, investment, adaptation and change in its members' behavior at the individual and organizational level through organizational architecture, Intellectual property, disruption, and the value chain. Entrepreneurial organizations are afraid to spend a lot of time studying alternatives, as it is a tool to activate their organizational processes and a means to achieve their strategic commitments, and move forward in achieving their capabilities and capabilities in pivoting, stability and defending their goals, and this leads them to determine the right path from Through guidance in choosing strategies compatible with opportunities and strength, to achieve its goals and mission, as well as finding multiple strategic alternatives that lie in its rational and acceptable folds in light of its current and future resources and to choose the best ones, to closely align with its values and motives, as well as to obtain the satisfaction of its customers and make them show loyalty and commitment better than any Time to get their benefits over and over again, and they may go beyond those limits to be advocates of marketing their services . In this context, the research problem has been formulated in a way that relies on presenting a set of academic research facts on the theoretical and practical level with the aim of identifying

the knowledge gap between the main variables of the research (strategic dialogue, entrepreneurship strategy compass) to produce a major question (Is the Ministry of Foreign Affairs able to employ dialogue Strategic in stimulating the work of its entrepreneurial compass?).

The importance of strategic dialogue lies in enabling organizations to communicate and share their implicit knowledge in decision-making and implementation to the fullest, as well as collective reflection on all matters related to the future, by stimulating discussion about it and invoking reactions about it. Through a broad proactive perspective of events and seeing potential situations in general and interconnectedness in public relations, it helps them develop a number of strategies and alternatives compatible with each situation and bear its occurrence, by investing in the mental and cognitive model that supports these dialogues, as mental models include in their content biases. And beliefs, experiences and values that influence environmental events, and this has been demonstrated through the (Roper, 2019) model of strategic dialogue. The strategic dialogue represents engaging individuals who possess the skill and experience in a transparent, open and fact-based discussion of a strategic decision as part of a wide range of current decisions of the

organization, where the assumptions underlying the prediction of future environmental uncertainty are discussed as a result of that decision (Garbuio et al.,2015:363), It also represents a process of dynamic interaction of the energies of the free mental field, which ensures that the group agrees with the decisions made on various problems, and that they are controlled(Raikov,2008:8104). The strategic dialogue aims to (help top management and the organization as a whole to understand environmental changes and manage contradictions more effectively, reduce future risks through early identification of trends that affect the organization's work, ensure intellectual and cognitive enrichment, experiences, and effectively take proactive decisions) (Stephen et al.,2007:4).The (Roeper, 2019) model for strategic dialogue is adopted and measured through three dimensions (principles, process, and people). On the other hand, the Entrepreneurial Strategy Compass works to enable organizations to find entry points for critical options and confront them in clear scientific ways through strategies of cooperation and competition, or by building a trench and storming the hill. The quick look of the organization's strategic orchestra leadership to reach new places in the markets returns to competition within a sector that combines

A large number of competitors, in order to gain a competitive advantage, make them adhere to the first reasonable strategy that they specify, which makes them lose their decisive role later with the development of competition, as well as losing the other roles of their competitors, through their pursuit of superior strategies, so they determined pillars embodied in architecture, disruption, and the creation of intellectual property. It makes it stand alone and uses a value chain, so it was the compass of the entrepreneurship strategy, a postmodern variable in managerial thought, so the study (Gans et al., 2018: 45-51) came as a single theoretical study on the world level according to the researcher's knowledge, and to create a gap that the perspective did not witness the strategic and pioneer in modern administrative literature, and it does not need proof, study and application in the various global or local environment, which the current research has addressed to establish a land. It is a scale that can be applied in further studies. The compass is a strategic alternative to the organizational map, especially in modern work structures, where the map often becomes outdated due to the state of complexity and rapid environmental change, so it needs to be re-drawn and reviewed continuously, as it is the path that the organization takes and leads to success in a particular situation,

and it may not. It is in another situation (Sheehan & Vaidyanathan, 2009:13; Arrigo, 2015:1; Hellström & Olsson, 2017: 65). While (Boyle, 2000: 22) referred to the compass as an aid in the process of moving organizations in their external and internal environment simultaneously through strategic planning. Organizations with high needs for environmental adaptation and relatively low needs for internal coordination are more dependent on the compass in their mobility, referring to the entrepreneurial organizations seeking creativity, renewing investment of opportunities, and avoiding making complex decisions that impede their rapid response to changes in their external environment, so imagination, flexibility and innovation are more the value of internal coordination, integration and control, minimizing losses even as the appraised value of the property increases. The transformation of organizations towards a compass is an indicator of the value of their leaders, and an understanding of the roots, characteristics and dynamics of their spiritual foundations, in light of the crisis of confidence in the leaders of the organization, as this is reflected in the layoffs of members of the organization, their psychological separation from work, fraud operations, as well as the feeling of betrayal resulting from the downsizing,

Re-engineering, ethical scandals, and hence the compass became a tool to expose the falsehood of masked leaders in organizations, who monopolize and exploit power, and behave selfishly and highly towards their subordinates (Karakas,2010:5).

The chosen Research strategy went to the exploratory descriptive approach, as it gives the researcher a vision that can only be obtained through auditing and analyzing phenomena within organizations, especially when it is difficult to compare and separate the phenomena that should be observed from the context and the action of the studied variables. The researcher chose (152) leaders in the diplomatic corps assigned to form dialogue and negotiation committees at the Ministry of Foreign Affairs, and headed dialogue teams with various foreign and Arab parties, as this sample bore the characteristics of (representation, accuracy and objectivity).

Therefore, the sample was intended as a class represented by (Ambassador, Minister Plenipotentiary, Counselor, First Secretary, Second Secretary, Third Secretary, Attaché). The Ministry's leaderships were identified from among (17) departments in the Ministry of Foreign Affairs.

The strategic dialogue variable was measured across (39) paragraphs and three

dimensions, and the value of the KMO test was (0.819), which is greater than the minimum required percentage, and thus the reliability of the factors adopted in the questionnaire increases, as well as The variable of the entrepreneurship strategy compass was measured through (38) paragraphs and four dimensions, and the value of the KMO test was (0.823), which was greater than the minimum required percentage, and thus the reliability of the factors adopted in the questionnaire increased. The Kronbach alpha coefficient for the dimensions of the strategic dialogue (principles, process, people) was (0.898, 0.914, 0.928), respectively, While Kronbach alpha coefficient for the dimensions of the Entrepreneurship Strategy Compass (Architecture, intellectual property, disruption, value chain) was (0.908 , 0.934 , 0.905 , 0.844), respectively , this indicates that the general model of the questionnaire axes has achieved the required validity and reliability standards.

Descriptive Statistics

The principles came in the forefront of the ranking in terms of agreement and with the relative difference coefficient (22%), then followed in the practical arrangement with a relative difference coefficient (23.3%), so that the ministry's dependence on individuals is in the third rank with a

relative coefficient of variation (23.7%). The weighting of the availability of the three dimensions on the hypothetical mean of the research made the strategic dialogue attain an arithmetic mean at the general level (3.39) with moderate availability, and it obtained a moderate (67.8%) relative interest, while the sample showed convergence around consensus with a standard deviation (0.521). As a result, the strategic dialogue overall obtained a relative difference coefficient (15.3%) , On the Ministry's possession of an interactive method that aims to promote an open and constructive discussion, of opposing or agreed points of view, about what is positive or negative for different strategic issues, to generate a common meaning and understanding and achieve its strategic objectives, as it uses the power of thinking and with high quality in the process of formulating the strategy, and the development of alternatives More effective and creative based on principles, process and people, the test is more likely (T) (7.865), and with a significant level (0.000), the availability of the independent variable (strategic dialogue) in the Ministry of Foreign Affairs at the expense of the hypothetical mean of the research (3). Also, the availability of the four dimensions of Entrepreneurship Strategy Compass combined gave the main adopted variable

(Entrepreneurship Strategy Compass) in the Ministry of Foreign Affairs, amid my account (3.20) moderate availability, and it is practiced with relative interest (64%) medium in behavioral guides that push the Ministry of Foreign Affairs to take proactive decisions and directions driven by its creative capabilities, its leaders' intuition and vision to adopt successful initiatives in the light of objective-based discussions, and open two-way communication systems towards its environment, through the possession of the value chain, architecture, intellectual property, and disruption in Its environment, and the competitiveness as a whole, obtained a standard deviation (0.698), a relative coefficient of variation (21.8%), variation at the level of the surveyed community (0.488), and a test (T) computed (2.907) and a significant level (0.004) provides a Entrepreneurship Strategy Compass and its weighting on Hypothesis (3).

Inferential Statistics (Hypothesis Testing)

This section aims to test the impact hypothesis **(There is no positive impact of strategic dialogue on Entrepreneurship Strategy Compass at a significance level of 0.05)**, and to clarify the relationships below the significance level (0.05), the tabular (F) value (3.841) and the tabular (t) value (1.97) as follows:

Examine the impact of strategic dialogue and its dimensions (principles, process, people) on Entrepreneurship Strategy Compass as a whole:

The hypothesis was formulated by the negation method, as the researcher did not obtain any study proving the existence of a previous relationship between them, so the formulation of the hypothesis was chosen by the negation method (H0) **(There is no positive impact of strategic dialogue on Entrepreneurship Strategy Compass at a significance level of 0.05)**, The impact of (strategic dialogue) in (Entrepreneurship Strategy Compass) was generally found its value ($\beta = 0.739$), at the level of significance (sig = 0.000), which is less than its value (0.05), and with the calculated value of (T) (11.513), while the percentage of its impact was (73.9%) in the overall Entrepreneurship Strategy Compass, while the value of the constant was (0.524), that is, when the value of the boundary slope is equal to zero, or the value of the strategic dialogue is equal to zero or not significant, so the value of the Entrepreneurship Strategy Compass in the State Department is equal to the value of the constant (0.524), At the level of significance (0.000), and the value of (t) computed (2.033), which indicates the existence of Entrepreneurship Strategy

Compass in the Ministry of Foreign Affairs, and that the presence of strategic dialogue will increase the value of its availability, while the value of (Durbin-Watson) from the regression model was (1.579).

While the strategic dialogue explained (55.6%) of the changes occurring in the Entrepreneurship Strategy Compass as a whole, while the rest of the model (44.4%) was related to other variables not included in the tested research model, while the calculated value of (F) was (132.545) for the model whose tabular value exceeds (3.841), at the level of significance (0.05), and from all of the above the null hypothesis was rejected and the alternative hypothesis accepted (there is a positive impact of the strategic dialogue on Entrepreneurship Strategy Compass at the level of significance 0.05), while the prediction equation for the model was :

$$\text{Entrepreneurship Strategy Compass (Y) = 0.524 + 0.739 * (Strategic Dialogue)}$$

The results shown in Table (1) can be observed:

Table 1 The impact of Strategic Dialogue and its dimensions on Entrepreneurship Strategy Compass

Independent variable and its dimensions	Entrepreneurship Strategy Compass		mean	standard dev.	Architecture	Intellectual property	disruption	Value chain
	B	Sig						
Principles	0.862	0.000	3.37	0.743				
Process	0.097	0.310	3.63	0.849				
People	0.797	0.000	3.16	0.750				
Strategic Dialogue	0.739	0.000	3.39	0.521				
mean	3.20				3.28	3.31	2.97	3.22
standard dev.	0.698				0.815	1.004	1.003	0.694

DISCUSSION AND CONCLUSION

The Ministry of Foreign Affairs has shown remarkable interest in principles, and has been able to employ them in improving the level of strategic dialogue through its belief in a convincing vision that works to achieve its goals, identify the disparity in power and authority, create a critical safety distance, and obligate everyone to listen and speak to create a constructive atmosphere of dialogue necessary to sustain communication and collective learning in a limited way.

Clarifies the State Department's interest in strategic dialogue processes, by managing a specific person with authority and responsibility for the context of the dialogue, and focusing on one issue at a specified time, The vast opportunities for the participants in this process were

reflected by the simplification of its content and procedures, which led them to discover collective knowledge in a way that did not meet ambition. The Ministry of Foreign Affairs has been keen on adopting intellectual property in a way that supports the pillars of the leadership strategy compass through its periodic review of the creativity and innovation portfolio, adding value to it, employing information technology and introducing automation to enhance it. Competitiveness. In addition to allocating activities and programs that support the management of intellectual property in a limited way, due to the presence of an organizational culture that does not meet the ambition of building and instilling creative and innovative ideas among the Ministry's employees.

The Ministry of Foreign Affairs has shown an interest that does not meet the ambition of its members to stir up unrest, which limited its contribution to the entrepreneurship strategy compass, in light of proactively directing its activities towards the external environment and focusing on achieving its vision and mission efficiently and effectively, especially as it showed limited interest in reducing emergency problems and making decisions. Flexibility to suit, explore new solutions to reduce red tape and lengthy work processes, encourage creative ideas, foster growth and explore new opportunities. The Ministry of Foreign Affairs adopts its architecture in a way that contributes to improving the level of the entrepreneurship strategy compass, by distributing tasks and duties among its members, each according to its competence, to implement its strategy effectively. As a result of their participation in decision-making, its use of technology, which reduces effort and time to complete daily tasks and activities, and its endeavor to develop its future path is still limited.

The Ministry of Foreign Affairs has demonstrated its reliance on an organized management style represented by the value chain when it tries to upgrade the compass of the entrepreneurship strategy by receiving feedback from the Ministry's

clients about the quality of its services, design and delivery method for them as business partners, as well as attracting the perceptions of service suppliers when changing the quality pattern in a relatively limited way, which reduced. From establishing long-term relationships with them, with its limited encouragement for its employees to work together to achieve common goals away from competition between them.

The Ministry of Foreign Affairs should pay additional attention to principles, as it is one of the pillars and interactive activities based on the values, ethics and organizational foundations on which the strategic dialogue is based, as well as necessity for an additional tendency from the Ministry of Foreign Affairs to adopt behaviors based on investment in sovereign services and projects that have great advantages and risks, and to invest their resources in a manner that calls for risk, and in a way that leads to great success or failure.

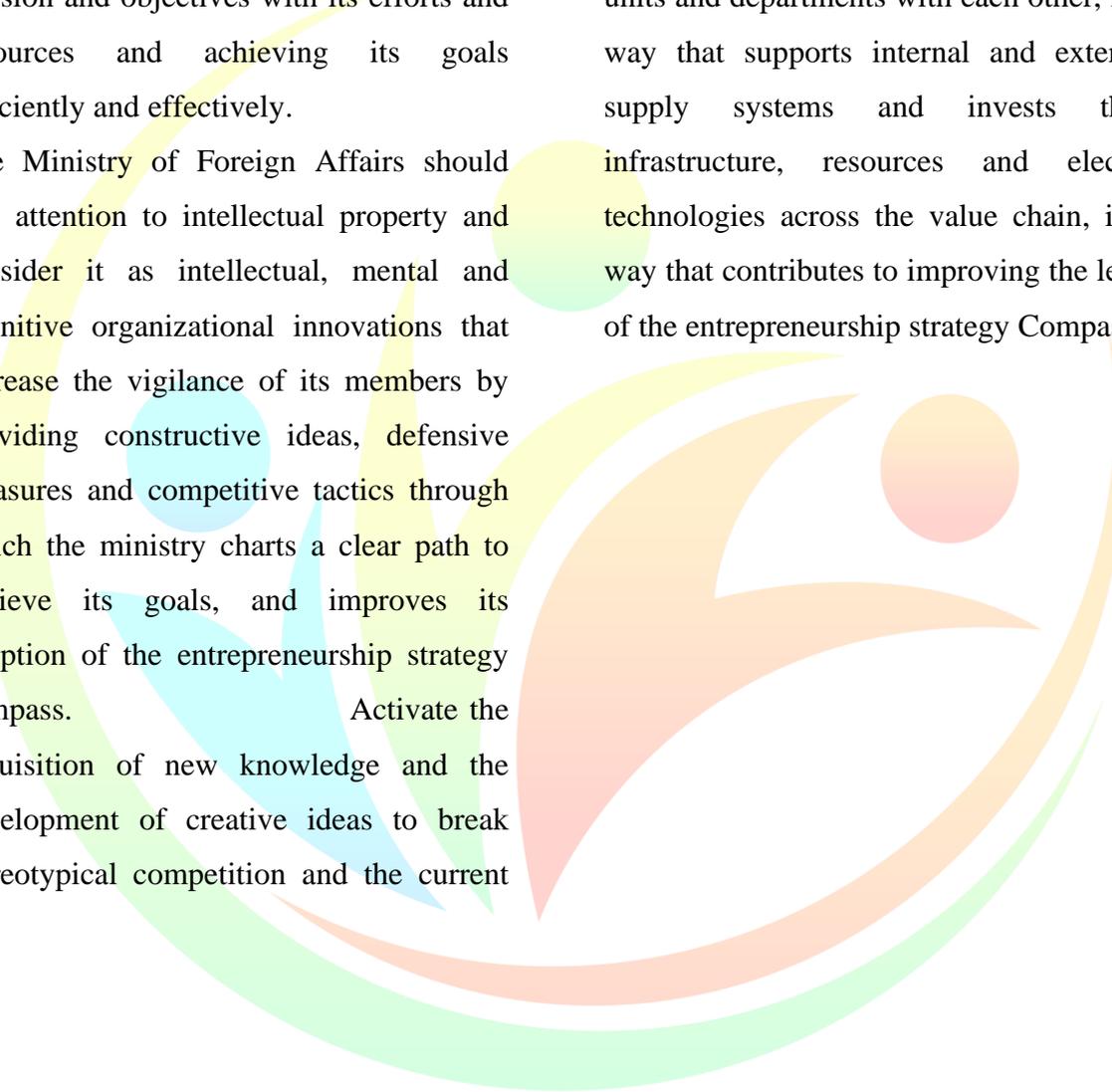
The Ministry of Foreign Affairs' interest in the Entrepreneurial Strategy Compass has proven to be a behavioral guide that motivates its leaders to make proactive decisions. The strategic dialogue has been tasked with the task of enhancing its practices through principles and individuals, so principles and individuals have greatly contributed to enhancing

intellectual property, disruption, architecture, and the value chain. It is imperative that the Ministry of Foreign Affairs give its dialogue processes more attention to integrated activities and events aimed at aligning the ministry's mission and objectives with its efforts and resources and achieving its goals efficiently and effectively.

The Ministry of Foreign Affairs should pay attention to intellectual property and consider it as intellectual, mental and cognitive organizational innovations that increase the vigilance of its members by providing constructive ideas, defensive measures and competitive tactics through which the ministry charts a clear path to achieve its goals, and improves its adoption of the entrepreneurship strategy compass.

Activate the acquisition of new knowledge and the development of creative ideas to break stereotypical competition and the current

work routine with creative disturbance events that depend on analysis, prediction, anticipation, and knowledge structure, as well as the Ministry of Foreign Affairs should adopt structured administrative methods aimed at linking directorates, units and departments with each other, in a way that supports internal and external supply systems and invests their infrastructure, resources and elected technologies across the value chain, in a way that contributes to improving the level of the entrepreneurship strategy Compass.

The logo for the International Journal of Research in Social Sciences and Humanities (IJRSSH) is a large, stylized graphic. It features a central orange and red shape that resembles a flame or a stylized letter 'S'. This shape is surrounded by several curved, overlapping bands in shades of green, yellow, and blue. At the bottom of the graphic, the acronym 'IJRSSH' is written in a bold, orange, sans-serif font.

IJRSSH

REFERENCES

1. Arrigo , E. , (2015), Open Innovation and Market Orientation: An Analysis of the Relationship, *Journal of the Knowledge Economy*, 9(1) .
2. Boyle , P. , (2000) , A Map, a Compass, Asking for Directions, and Visioning : Organizational Tools for Navigating the Future, *Popular Government , Digital Imagery*.
3. Gans , J. , Scott , E. L. & Stern , S. , (2018) , Strategy for Start- Ups : The Entrepreneurial Strategy Compass , *Harvard Business Review* , 96(3) .
4. Garbuio , M. , Lovallo , D. & Sibony , O. , (2015) , Evidence Doesn't Argue for itself: The Value of Disinterested Dialogue in Strategic Decision-Making , *Long Range Planning* , 48 , Elsevier Ltd.
5. Hellström , Daniel & Olsson , Annika , (2017) , Managing Packaging Design for Sustainable Development , A Compass for Strategic Directions , *John Wiley & Sons, Ltd .*
6. Karakas, F. , (2010), Exploring value compasses of leaders in organizations: introducing nine spiritual anchors. *Journal of Business Ethics*, 93(Supp 1) pp. 73–92 .
7. Raikov , Alexander N. (2008), Convergent Congii type for Speeding-up the Strategic Conversation, *Proceedings of the 17th World Congress, The International Federation of Automatic Control (IFAC)* , Seoul, Korea.
8. Roper , Larry D., (2019), The Power of Dialogue and Conversation in Higher Education, *New Directions for Student Leadership* , No. 163 .
9. Sheehan , N. T. & Vaidyanathan , G. , (2009), Using a value creation compass to discover “Blue Oceans”, in *Strategy and Leadership*, VOL. 37 NO. 2, Emerald Group Publishing Limited.
10. Stephen , Susan, Cheveldave , Michael & Gelowitz, Christine.(2007), A Strategic Conversation: How to Engage Staff in Scanning and Scenario Building – A Case Study, *Cognitive Edge*.