

ABOUT THE STRATEGIC THINKING

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Abstract

The work of Mr. Constantin Brătianu called "The strategic thinking" is full of texture and spirit. Incidentally, the author warns us early in the book that the history of humanity was consumed and is still consumed by thinking and examples are given to confirm such an assumption. It is a book about thinking, but not just any kind of thinking, it is a book about the Strategic thinking

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I. INTRODUCTION

Certainly such work can only be addressed to men, to „people who really want a life with many accomplishments, a solid professional life and a future built on the efforts and investment in developing a strong personality" (p .9). It is a work that addresses teachers and students and, not least, the economic and entrepreneurial field.

To bring up the idea of *strategic thinking*, as presented in this paper is to try to decipher what *thinking* and *its paradox* mean. In these circumstances, we can only show the role that thinking and therefore strategic thinking had in human history. However, we do not want at the moment to realize a diachronic analysis of the ideas of *thinking* and *strategic thinking* (time would not allow it at the moment); we rather want to bring to your attention a series of issues that confirm the need for specific forms of approach and to how it is possible, as a great thinker once said "the thinking that thinks itself as thinking".

II. FROM "THINKING PATTERNS" TO KNOWLEDGE, INTELLIGENCE AND VALUES

The lack of strategic thinking during the "interminable transition period in Romania" has only served to highlight some shortcomings so as to help resolve potential conflicts that could taint the organizational activity in its entire structure. In other words, the dimension of requirements and expectations within the organization as well as the interpretation of the modes of valorization reiterates in the structural plan the prospect of conditionality between decision and strategy. Such an approach on the assumption in itself of a business organization needs, namely, the business strategy justifies its development and growth in a time more or less distant. But in order to assume a strategy of this kind one must also think. Or, to think strategically means to assume one's own decisions, and sometimes even the decisions of others (history has confirmed such a situation over time).

The main themes to be found in this book reflect a different approach to how idea of strategic thinking is perceived in connection to the entrepreneurship-philosophy relationship. Beyond the interdisciplinary approach of great interest to the scientific community, we note the epistemological importance of correlations among concepts such as "patterns of thought", „ knowledge", „values" and, not least, "strategy", all these by reporting antimanagement idea (Brătianu, 2003, 7-15).

Since the beginning of this work (Brătianu, 2015 - **Chapter 1**), the author emphasizes that the "thinking patterns" understood as "cognitive approximations of the surrounding reality" (Ibidem, p.12) or as "a result of complex processes of the mind and social life" (Ibidem, p.13) reveals *de facto* the very causal structures of the world around us. We have to remind and take into account, in this context, the mission of this exceptional work in Romania namely, that to understand „how we think and realize the potential to change and improve our own thinking patterns concerning the managerial decision-making processes, but also for other social, economic and political areas" (Ibidem, p.22). Moreover, we note that the author carefully analyzes the three fundamental components of any model of thinking, i.e., the *knowledge, intelligence and values*: on the one hand, the tacit knowledge and the explicit knowledge, on the other hand, the cognitive knowledge and the emotional knowledge, the spectral intelligence (9i and 3i) and the cultural values of specific organizational dimensions.

Besides, highlighting a axiological support is connected by the author at our entire existential universe. Such an example that is remembered by the author is that of enabling conclusion like that in Romania, one can talk about "a lack of focusing on a set of dominant values in terms of one's own education" (Ibidem, p.69). Therefore, the values, as the author states, define an entire existential universe "(Ibidem, p.75).

Perhaps not coincidentally, we find, during the reading of this book examples which refer to the author's personal subjective experiences, experiences that generate a series of conclusions regarding the main themes that he addresses (master courses and PhD courses at Georgia Institute of Technology, teaching and research activities in universities in Romania and at Kobe University, Japan - Brătianu, 2015, **Chapter 2**). Moreover, the author introduces us to a reality world of possible worlds where time, both the physical and the psychological can be approached, understood and explained in a purely metaphorical perspective („stationary time metaphor" „moving time metaphor"„, time as a resource metaphor" (Ibidem, pp.82-87) . Concepts such as "inertial thinking", "dynamic thinking", and "entropic thinking" are analyzed.

But beyond such more or less controversial issues that arouses the interest of researchers even today, we find also in the *Strategic thinking* work of the professor Constantin Brătianu aspects related to the explanation, imposition/acceptance of the mission, respectively of the vision of an educational or business organization. By the examples given in this context (Universities of Westminster and Reading in the UK and Stanford in the US), the author emphasizes the need to involve university, school and education in the process of changing the way of thinking of the world and the community in general. The examples of the businesses environment (companies like Toyota, Starbucks and Virgin) come to reinforce the imperative of such an educational, social and economic nature.

III. LINEAR AND NONLINEAR THINKING

All these functional connections brought together in our thinking patterns (Brătianu, 2015, **Chapter 3**) transpose and reveal in the size of the organization, whatever it may be, the very distinction between linear and nonlinear with concepts and theories associated with them (processes, language, metrics, wages, diplomas, decisions, spaces, epidemics). The argumentative line put forward in this chapter was focused on how to configure the idea of a systemic thinking in relation to the ways in which an organization can assume a continuous learning process concerning "an integrated perspective on the organizational intellectual capital" (Brătianu, 2009, 415-424; Brătianu, 2017, 117-112). In fact, we believe, the existence of an interrogative logic at organization level, the organization which learns values the association and integration of logical arguments, with algorithm-based experiences and knowledge resulting from them (Brătianu, 2015, p.158).

Following such ideas, the author presents, starting from the concept of "uncertainty" (Ibidem, p.167), three models of thinking: the deterministic thinking, the probabilistic thinking and the chaotic thinking (Ibidem, pp.175-206). The latter, the chaotic thinking, as the author stresses, combines the deterministic aspects with the probabilistic aspects, representing therefore a more advanced model of thinking, which is necessary to the validation of the strategic thinking spectrum (Ibidem, 234.). This time also, examples are given which confirm the assumption that, while notions such as being attractor „, notions as "self-similarity „, „, fractals" "discontinuity „, „, disruptive technology and innovation." are invoked. All these aspects related to new breakthroughs in computing and the emergence and development of digital technologies were and still are a source of inspiration for economists regarding how to think, to address and explain different economic phenomena. In other words, we can talk about a real revolution in terms of management thinking.

The **chapter 5** of this work translates into a dimension of the *Mistrust* between the activity of three fields of knowledge (rational, emotional and spiritual), a knowledge that lie, in the author's opinion, at the foundation of strategic thinking. As it is related particularly to business and entrepreneurship, the strategic thinking involves„ the ability to know the people you work with and whom you can trust" (Ibidem, p.210). Without strategic thinking one cannot materialize a performance management across the organization, whatever it may be. Therefore, the strategic thinking and confidence can be correlated if strong cultural values, positive thinking and the awareness of the mutual respect idea are observed.

In this context, the idea of assuming a *strategic thinking* (**Chapter 6**) is gaining more ground in literature and the specialty practice. Such thinking is characteristic to „the leaders and those working in the field of strategic management" (Ibidem, p.236) and allows the decision makers to focus on the idea of obtaining a competitive advantage. In addition, such thinking which constitutes "a necessary condition in organizational policymaking" (Ibidem, p.237) can be "dissociated" at the level of comprehensibility considering the type of organizational culture to which it relates.

IV. CONCLUSION

In conclusion, there are two major aspects to consider about the author's approach: (1) one that emphasizes the *strategic thinking* in general at the level of decision makers in organizations, such as it is the one exposed by prioritizing decision makers and their justifications.

(2) and one that captures the idea of formulating strategies to exploit *the knowledge* as distinct resources.

One thing is certain, namely that such strategic thinking belongs to visionaries, those who always have the courage to take new perspectives and even exceed them. Furthermore, the complexity of strategic thinking, of that thinking that „ guides us towards the future and helps us develop trust in ourselves" (Brătianu, 2015, Chapter 1, p.23) is that the strategic thinking in itself is the result of “the continuous interaction among three fundamental fields of knowledge: the rational, emotional and the spiritual knowledge” (Ibidem, p.207).

Certainly more can be said about the content of the valuable and useful work, the *Strategic thinking* written by Professor Constantin Brătianu. But what we can notice about its issue here in Suceava, is that event materializes into a cultural, spiritual and academic environment where ideas that may acquire a different consistency are legitimized and even validated. The big ideas, the deep thoughts and the well-intentioned can grow and develop solely in an purely cultural environment where the mind can enjoy freedom, where knowledge generates knowledge, where the spirit provides spirit and ideas are propagated from and to the very *Column of Gratitude* to possible truths. As a result, the work entitled *The Strategic thinking* written by Professor Constantin Brătianu represents a real urge to meditation, to implementation, to application, taking into account, on the one hand, the sacredness of the human being, of the world in all its dimensions (the spiritual thinking), on the other hand, the need to think strategically in a world which struggles and must struggle for its existence (the rational thinking).

V. REFERENCES

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