"The Impact of Strategic Intelligence on Transformative Change Management in Jordanian Telecommunications Companies" A Case Study of: Zain, Orange and Umnia Companies

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Abstract
The study aimed to identify the strategic intelligence in the effectiveness of transformative change management in telecommunications companies, concerning its dimensions (foresight, organized thinking, future vision), and the outcome of implementing strategic intelligence along with its components (foresight, organized thinking, future vision) in the effectiveness of transformative change management in telecommunications companies, that is reviewed at the level of significance ($\alpha=0.05$), the study used the descriptive analytical approach to suit the purpose of the study, study sample was selected at random from employees working in telecommunications companies in Jordan. (Orange, Umnia, and Zain) and to fulfill the objectives of the study, a descriptive-analytical approach is adopted for the research. The study results demonstrated the Strategic intelligence level and its associated dimensions (foresight, organized thinking, and future vision) in telecommunications companies were of a high level and the level of transformative change in telecommunications companies in Jordan. The results also showed that there is a statistically significant effect at the significance level ($\alpha = 0.05$) of applying strategic intelligence with its dimensions (foresight, organized thinking, future vision) in the effectiveness of transformative change management in telecommunications companies, factors are important in supporting the effectiveness of transformative change management in telecommunications companies

through: The leadership of these companies holds dialogue and awareness seminars, the employees in telecommunications companies work to expand understanding and perception through familiarity with the negative and positive aspects of, on the other hand the Employees create databases that can be used in the future references and the Employees consider their commitment to achieving the study objectives.

Keywords: Strategic Intelligence, Effectiveness of Transformative Change Management, Telecommunications Companies.

Introduction

Rapid changes, technological advancement, globalization, strategic decision making, and competition, are considered to be the main characteristics of the current life. For this purpose, the strategic decision-making process has become impactful in the organizations as it deals with the future side and temporal aspect of the organization since all areas of organizational lifelong terms and future opinions are involved; hence their ability to continue depends on managing an effective strategic intelligence system that gathers, processes, organizes useful comprehensive up-to-date information about the internal and external environment of the organization, its variables which govern it thus providing accurate reliable information upon which precise decisions affecting organizational value enhancement profitability increase and competitive power could be made at any level of management within such entity.

In the same fast-paced world characterized by change, transformational change is vital for institutions in modern business environments. For this process to be successful, therefore, there needs to be transformative management. In light of this context role played by strategic intelligence cannot be underestimated because through data analysis need for Strategic Intelligence becomes critical in managing Transformational Change as Strategic Intelligence provides necessary knowledge for understanding situations faced by an enterprise during these periods; it also helps identify goals setting appropriate vision Additionally strategic environment scanning both internally externally with precision is done by intelligence officers who should estimate future opportunities threats thus coming up with transformation strategies aligned to long term objectives.

Previous Studies

Few researchers have studied strategic intelligence with its dimensions (foresight, organized thinking, and future vision) because it is important to identify the factors that affect the effectiveness of transformative change management in telecommunications companies or in different organizations, different countries, and based on different perspectives. The following section provides a brief discussion of important studies in this area:

The research conducted by Talafha and Houri (2008) focused on investigating how change management influences the Jordanian organization's ability to gain a competitive edge in the Telecommunications Group. The dimensions of change management addressed in the study included changes in organizational structure, strategy, culture, and technology. As for the dimensions of competitive advantage examined in the research, they were: price, offering new services, improving quality, speed of service delivery, and market share. The researcher designed a questionnaire to track the practical aspects of the study. 250 questionnaires were distributed to the study population represented by the management of the Jordanian Telecommunications Group. 224 questionnaires were retrieved, and a pentagon scale was used to measure the dimensions of the questionnaire. The findings from this study showed

there's a pretty decent link between how well folks handle change and the outcomes they get. It's like when you finally decide to clean out that old garage; it's tough going at first, but man, once you're done, it feels great seeing everything in order, competitive pricing, new service offerings, and market share.A strong positive relationship was observed between change management and quality improvement. Notably, cultural change had the most significant impact on achieving competitive advantage. The researcher recommends engaging employees in the change process to enhance the effectiveness of change in achieving competitive advantage. Considering the needs and preferences of employees during change processes to ensure their acceptance and improve their performance. Fostering and developing organizational culture among employees to fully realize competitive advantage.

While in the study of Alnuaimi et al (2021) aimed to explore the Organizations that are considered intelligent are those that have mastered the art of learning, creating, and innovating to boost their capacity for technical innovation. This study suggested a synergy between such organizations and their propensity for learning. It delves into whether these organizations can bolster a learning culture and if this enhancement can, in turn, elevate their technical innovation prowess. The study employed a descriptive methodology, circulating questionnaires among the upper echelon of Jordanian software firms. The findings reveal that intelligent organizations, coupled with a strong learning orientation, are reliable indicators of enhanced technical innovation. The study underscores that organizations adept at acquiring and retaining pertinent knowledge are the ones that excel in technical innovation. It also highlights that cultivating collective intelligence and achieving a shared goal are critical components of organizational intelligence, which are complemented by the ability to mobilize resources and comprehend the business landscape. The practical takeaway is a call for organizations to embrace knowledge-centric frameworks and foster a communal intelligence among their members, paving the way for innovation.

Where in Almassad (2022) study which examined the influence of Artificial Intelligence (AI) on employment within the supply chain departments of Jordan's telecommunication sector. It focused on how AI-related factors such as efficiency, training, application, adaptability, and transitioning impact job creation, hiring, appointments, and competitiveness. Surveys were conducted among employees from ZAIN, ORANGE, and UMNIAH who had AI experience. The data from 248 participants were analyzed using regression and statistics, revealing that AI significantly affects employment aspects in the industry. The findings suggest that understanding AI's impact on productivity and the labor market can help telecom companies create better educational and training programs for career development.

Research Problem

The underlying issue with the research is to find out and gauge the effect strategic intelligence has on altering change in management within Jordanian telecommunication firms. These businesses are inner struggle to attain a sustainable competitive advantage in today's ever-changing marketplace. Understanding how strategic intelligence specifically enhances their adaptability and transformation effectiveness is crucial. Previous studies emphasize the importance of change management in achieving competitive advantage, yet there remains a knowledge gap regarding the specific impact of strategic intelligence in this context within Jordan. Consequently, a deeper study is needed to provide valuable insights that can assist Jordanian Telecommunications Companies in developing effective strategies for transformative change management.

Objectives of the Study
The study will identify the following
- The Strategic intelligence level of telecommunications companies with respect to its dimensions (foresight, organized thinking, future vision).
- The level of transformative change in telecommunications companies.
- The outcome of implementing strategic intelligence along with its components(foresight, organized thinking, future vision) in the effectiveness of transformative change management in telecommunications companies, is reviewed at the level of significance (α=0.05)

Study Questions
- Q1: How strategic intelligence, together with its dimensions (foresight, systematic thinking, and futuristic vision), is reflected in telecommunications companies?
- Q2: What is the level of transformative change in telecommunications companies?

Study Hypotheses
Based on the study problem and its questions, and in order to achieve the study's objectives, the following hypotheses were formulated:
- **Main hypothesis (H01)**: There is no statistically significant effect at the significance level (α = 0.05) of applying strategic intelligence with its dimensions (foresight, organized thinking, future vision) in the effectiveness of transformative change management in telecommunications companies.
- **1st sub-hypothesis**: There is no statistically significant effect at the significance level (α=0.05) of applying strategic intelligence (foresight) in the effectiveness of transformative change management in telecommunications companies.
- **2nd sub-hypothesis**: There is no statistically significant effect at the significance level (α=0.05) of applying strategic intelligence (organized thinking) in the effectiveness of transformative change management in telecommunications companies.
- **3rd sub-hypothesis**: There is no statistically significant effect at the significance level (α=0.05) of applying strategic intelligence (future vision) in the effectiveness of transformative change management in telecommunications companies.

Study Model

| Independent Variable | **H01** ➡ | Dependent Variable |

Strategic Intelligence

Foresight — H01.1 →
Organized thinking — H01.2 →
Future vision — H01.3 →

Effectiveness of Transformative Change Management
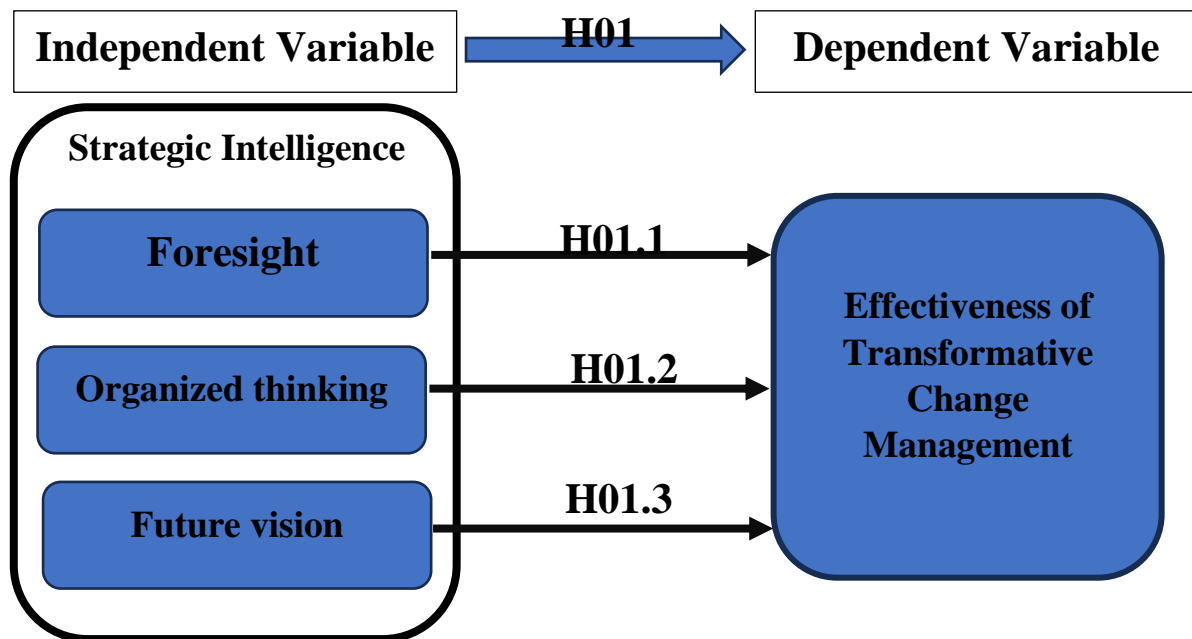
Literature Review
Strategic Intelligence

Strategic intelligence is information that is necessary to decide – giving probability of risk – designing new projects and military preparation at the international and national policy level and related to timing, as well as verifying current and potential targets, their preponderant and subsidiary relevant factors, their probability of risk occurrence, the context of the effect, the potential extent of discovery, their penetration, their motives and intentions, as well as related plans .It highlights "essential elements of the business" and learns the latest news on what is most important, which is critical to new timely innovations. (Al-Azzawi, 2022)

Strategic intelligence is the action of collecting, analysing and processing information needed for assigning government policies and preparing military plans at the international and national policy level. Related to evaluating threats, investigating current and potential targets, determining motives and intentions involved, they are called "essential elements of the information" since they are necessarily essential to take a right and timely decision. Much has evolved over the centuries as far as planning for the future and formulating policies are concerned.

The evolution came about with changing needs. For example, there has been a shift from only thinking about coming up with new technologies to also taking the social parts into consideration and getting people involved in the concepts (Referenced by Feldman et al, 2008).Further, there is a shift toward basing all decisions on hard evidence (Noted by Georghiou et al., 2008). Additionally, there's a trend towards making decisions based on solid evidence (Feldman & Lowe, 2017; Gianelle et al., 2016).

Foresight is usually defined as 'a systematic and inclusive way to harvest vision regarding the future to help us to make better decisions today; and to help us coordinate our efforts' (my italics). A good foresight approach would enhance our learning together, the

power of our collective wisdom and our capacity to prepare for the future (discussed by Kedron et al., 2020, p. 9).

Strategic Intelligence Objectives

Strategic intelligence in Jordanian telecommunications companies aims to achieve several goals, including enhancing competitive vigilance, technological vigilance, commercial vigilance, and environmental vigilance. It also seeks to improve project management in its various fields, such as project scope management, project schedule management, project cost management, project quality management, and others (Al-Najjar and Al-Shawabkeh, 2019). In addition, the goals include enhancing interest in strategic vigilance information as a strategic information resource and enhancing interest in environmental vigilance, legislation, laws, and environmentally friendly products (Al-Najjar, 2020). In Jordan's telecom sector, strategic intelligence is all about staying ahead in several key areas. They focus on keeping an edge over competitors and staying sharp with technology and market trends. Plus, they're really into being eco-aware—keeping tabs on environmental factors that affect their business.(Al-Najjar and Al-Shawabkeh, 2019).

They also put a lot of effort into refining how they manage projects. This includes everything from defining the project's scope to scheduling, budgeting, ensuring quality standards are met—and more.

On top of this, there's a big push to value strategic information as a crucial resource and pay close attention to laws and regulations that promote environmentally friendly products. (Al-Najjar, 2020).

Strategic intelligence tools and techniques

The research issue is figuring out how strategic intelligence affects transformative change management within Jordanian telecommunications firms. These businesses want to gain a lasting competitive edge in a difficult and fast-moving marketplace.

Strategic intelligence contributes a lot towards shaping the national security as well as foreign policies of any given country. It utilizes various methods and tools for the efficient collection and analysis of data. The most significant tools according to Turyadi et al (2023) are:

1. **Intelligence Stations**: This is pretty much what is to be considered the heart behind everything—where all action is directed towards and watched so things operate smoothly orthe brain of the whole operation. It's where all the action gets directed and monitored from, making it super crucial for managing everything smoothly.
2. **Digital Technologies**: This includes things like spying by ear or computer breaking & lamp; entering as ways to gather information through electronics.It covers the sneaky stuff like eavesdropping and hacking into electronics to collect intelligence.
3. **Satellites and Drones:**They are used to monitor activities and keep an eye on-ground activities and movements from up in the sky.

These tools are used to provide a reliable database and information to decision-makers and enhance the ability to predict strategic threats and opportunities.

Transformational Change Management

In today's fast-paced world, where tech and economies shift like sand under our feet, mastering the art of transformational change is key to keeping any organization afloat and

thriving. This isn't just about tweaking the day-to-day; it's about overhauling how things tick at their core—from the culture that binds people together to the whole admin framework.

To really nail this kind of change, you need a solid game plan, strong leaders steering the ship, and everyone on board from top to bottom. But here's where it gets tricky: as organizations start rolling out these big transformations, they run into a bunch of hurdles.

Sancak (2023) state thatthe most prominent of which are
1. Resistance to change: One of the toughest hurdles is when employees resist new changes. This can really slow things down or, worse, cause the whole change process to flop.
2. **Planning and Implementation:**Making big changes isn't just about deciding to do something different; it's also about planning carefully and putting those plans into action thoughtfully. This way, everything goes smoothly and you end up where you want to be.
3. Effective communication: Companies need to craft solid communication plans so everyone gets the scoop on any changes and why they're happening.
To deal with these challenges, Karneli, O. (2023) state thatwhen managing change, it's smart to have a clear plan. Start by setting your goals and what you hope to achieve. Get everyone involved early on; this helps people accept the new changes more easily and reduces pushback. Also, don't forget about training! It's crucial to give everyone the skills they need to handle whatever new things are coming their way.

The impact of strategic intelligence on transformative change management
Strategic intelligence is a critical element in supporting and facilitating transformational change processes in organizations. This intelligence provides deep insights into an organization's external and internal environment, allowing leaders to make informed decisions and develop effective strategies for change. (Hamour et al, 2023), Jebril, Almaslmani, Jarah, Mugableh, & Zaqeeba (2023) statesome points about it.
1. **Discovering opportunities and dangers**: An institution is enabled to better respond to changes in the environment by strategic intelligence through identifying possible opportunities and threats.
2. **Developing transformational leadership**: It allows leaders to come up with a clear vision and set strategic goals which fosters change management capability.
3. **Support decision-making**: It provides information necessary for making strategic decisions that foster change and increase chances of success.
4. **Data analysis**: This helps in analyzing large amounts of complex data so as to identify trends or patterns that can affect an organization.
5. **Risk assessment**: Strategic intelligence assists in evaluating proposed changes' risks and developing plans to mitigate them.
6. **Improve communication**: When used strategically, it facilitates effective communication between top management levels with lower ones thereby reducing resistance towards change implementation process.
7. **Strategy formulation**: Organizations can use this type of knowledge at their disposal when creating long-term transformative strategies which will be relevant towards achieving desired outcomes over time.
8. **Encouraging innovation**: Information about new technologies or practices should be given by SI thus stimulating creativity among workers leading into improved products/services delivery systems within an enterprise setting.

9. **Foster collaboration**: Different departments may work together if they have access to such kind of thinking ability hence enhancing team spirit among them all along working on shared objectives within an establishment context.

10. **Achieving sustainability**: Achieving changes to ensure that the organization's sustainability and the ability to be adapt future changes.

Methodology of the Study

The study used the descriptive analytical approach to suit the purpose of the study related to strategic intelligence in the effectiveness of transformative change management in telecommunications companies.

Study Population and Sample

The study population consisted of the employees who work in the telecommunications companies in Jordan and the population was very large in the three main telecommunications companies (Orange, Umnia, and Zain) the sample was chosen randomly from the population, which were (386) individuals and the researcher distributed the questionnaire Online on the sample of the study and the responses were (100%) from the distribution tools and table (1) show the demographical data for the participants.

Table (1)
Demographic Characteristics for Participants

Age	Frequency	Percentage
18- less than 25 years	150	**39**
25 – less than 30 years	120	**.31**
30 years and more	116	**.30**
Total	**386**	**1.00**
Work Experiences		
1-4 years	87	**.23**
5-9 years	160	**.41**
10-14 years	98	**.25**
15 years and more	41	**.11**
Total	**386**	**1.00**
Qualifications		
High School Education	29	.08
Diploma	112	.29
Bachelor	210	.54
Master and above	35	.09
Total	**386**	1.00

Data Collection Methods (Tools)

The current Study based on two methods to collected data as a source, which were the secondary and primary sources as follow

Secondary source: the secondary source collected from different sources such as abstracts of articles, working papers, thesis and journals related to the Business Administration.

Primary source: the study based on the questionnaire as a primary source to collect data of the study to determine the results of the study.

Study Tool (the Questionnaire):

Questionnaire: the questionnaire consisted of three sections, which are:

- Section One: Demographic Variables, it contains (Age and work experiences).
- Section Two: **The Independent Variable** strategic intelligence, contains Three Independent Variables: (Foresight, Organized thinking, and Future vision) and these dimensions contain (5) statements for each dimension).
- Section Three: **The Dependent Variable**, contains the Effectiveness of transformational change management and it also contains (5) statements that measure that.

Validity: the study investigates the validity of the questionnaire by:

Face Validity

For the content validity of the questionnaire, the researcher used a panel of (7) experts, comprising faculty members from Jordanian Universities and other esteemed Jordanian universities. These experts were tasked with rigorously evaluating the questionnaire's constituent paragraphs. The researcher judiciously incorporated the valuable insights and recommendations proffered by these subject matter specialists, with approximately 80% consensus rate, encompassing revisions such as paragraph deletion, addition, or modification. This iterative process persisted until the research instrument attained its ultimate form, delineated into two distinct variables, each comprising multiple sub-dimensions. The researcher considered the experts' perspectives and adjustments as indicative of the questionnaire's content fidelity, substantiating its alignment with the research objectives and the comprehensiveness of its contents. Following these requisite refinements, a harmonious equilibrium in the questionnaire's content was achieved, affirming the scale's content validity.

Reliability of the Study Tools

The researcher used Cronbach's' Alpha to show the reliability of the study tools and the value of Cronbach's Alpha for Foresight = 0.87, Organized thinking = 0.74, and Future vision = 0.82. The total value of Cronbach's' Alpha for the total was (0.92), while Cronbach's' Alpha value for the Effectiveness of transformational change management = 0.87 which is all values acceptable (Hair et al., 2010).

Data Analysis Techniques

To answer the study questions and hypothesis which were formulated to examine the strategic intelligence in the effectiveness of transformative change management in telecommunications companies, a Statistical Package for Social Sciences (SPSS) to analyze the collected data and test the research hypotheses. The following statistical techniques and tests were used in data analysis

1. Frequencies and percentages to describe demographical variables.
2. Cronbach's Alpha reliability (a) measuresthe strength of the correlation and coherence between questionnaire items and highlights the stability of consistency with which the instrument is measuring the concept and helps to assess the 'goodness' of a measure.
3. Descriptive Statistical Techniques: these included means and standard deviations. These techniques were used to illustrate respondents to study fields.
4. Simple Regression Test to show the strategic intelligence in the effectiveness of transformative change management in telecommunications companies.
5. The research type scale included five Likert scales as follows:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Relative importance, assigned due to:

Class Interval = Maximum Class – Minimum Class
                          Number of Level

 Class Interval =(5-1)/3 =   4/3 = 1.33

The Low degree from 1.00- 2.33, The Medium degree from 2.34 – 3.67, The High degree is from 3.68 – 5.00.

Q1: What is the level of Strategic intelligence with its dimensions (foresight, organized thinking, &future vision) in telecommunications companies?

The study used Means Std. Deviations to show the level of Strategic intelligence with its dimensions (foresight, organized thinking, and future vision) in telecommunications companies as shown in table (2) below:

Table (2)
Mean, SD, Item Importance, and Importance level of Strategic intelligence with its dimensions (foresight, organized thinking, and future vision) in telecommunications companies in descending order

No	Statements	Mean	Std. Deviation	Rank	Level
1	Foresight	4.18	0.48	1	High
2	Organized Thinking	4.14	0.54	2	High
3	Future Vision	4.16	0.49	3	High
	Total	4.16	0.54		

Table (2) Shows that the means of strategic intelligence with its sub-variables ranges between 4.18 – 4.16 with a standard deviation between 0.48 – 0.49, with of high level, the average mean is 4.16 with a standard deviation of 0.54, indicating that the respondents highly aware and concern about the strategic intelligence in the telecommunications companies. And the following results shows the level of each statement related to the Strategic intelligence dimensions.

Level of Foresight
The researcher used mean, standard deviation, item importance, and importance level to show the level of (Foresight) in Jordanian telecommunications companies as shown in *Table (3)*.

Table (3)
Arithmetic Mean, SD, Item Importance and Importance level of Foresight in descending order

No	Statements	Mean	Std.	Rank	Level
5	Telecommunications companies' leaderships apply clear standards to improve performance in security work.	4.35	0.54	1	High
1	The leadership of telecommunications companies holds dialogue and awareness seminars.	4.17	0.57	2	High
4	Telecommunications companies are working on developing applicable development plans to improve their strategic capabilities.	4.15	0.68	3	High
3	Telecommunications companies' leadership has a clear vision regarding the best options for their field of work.	4.12	0.66	4	High
2	The management of telecommunications companies is constantly seeking to equip its departments.	4.10	0.68	5	High
Total		4.18	0.48		High

Table (3) shows that the mean of the **Level of Foresight** dimension statements ranged between (4.35 and 4.10), where the whole dimension earned a total mean of (4.18), which is considered a high level. Statement (5) (TheTelecommunications companies' leaderships apply clear standards to improve performance in security work) ranked first with a mean of (4.35) and with a standard deviation of (0.54), which is considered a high level as well. Statement (2) (The management of telecommunications companies is constantly seeking to equip its departments) ranked last with a mean of (4.10) and standard deviation of (0.68), which is considered a high level as well.

Level of Organized Thinking
The researcher used mean, standard deviation, item importance and importance level to show the level of (Organized Thinking) in Jordanian telecommunications companies as shown in *Table (4)*.

Table (4)

Arithmetic Mean, SD, Item Importance, and Importance level of Organized Thinking in descending order

No	Statements	Mean	Std.	Rank	Level
5	Discover where the errors lie.	4.25	0.54	1	High
3	Emphasis is placed on systematic thinking and analysis of information.	4.21	0.87	2	High
1	Employees in telecommunications companies work to expand understanding and perception through familiarity with the negative and positive aspects of situations.	4.15	0.54	3	High
4	Networking and activating relationships between work groups.	4.13	0.66	4	High
2	Employees make the decision not to think deeply about topics.	3.95	0.67	5	High
Total		4.14	0.54		High

Table (4) shows that the mean of the **Level of Organized Thinking** dimension statements ranged between (4.25 and 3.95), where the whole dimension earned a total mean of (4.14), which is considered a high level. Statement (5) (Discover where the errors lie) ranked first with a mean of (3.95) and a standard deviation of (0.67), which is considered a high level as well. Statement (2) (Employees make the decision not to think deeply about topics) ranked last with a mean of (3.95) and standard deviation of (0.67), which is considered a high level as well.

Level of Organized Thinking

The researcher used mean, standard deviation, item importance, and importance level to show the level of (Organized Thinking) in Jordanian telecommunications companies as shown in *Table (5)*.

Table (5)
Arithmetic Mean, SD, Item Importance and Importance level of Organized Thinking in descending order

No	Statements	Mean	Std.	Rank	Level
5	Discover where the errors lie.	4.25	0.54	1	High
3	Emphasis is placed on systematic thinking and analysis of information.	4.21	0.87	2	High
1	Employees in telecommunications companies work to expand understanding and perception through familiarity with the negative and positive aspects of situations.	4.15	0.54	3	High
4	Networking and activating relationships between work groups.	4.13	0.66	4	High
2	Employees make the decision not to think deeply about topics.	3.95	0.67	5	High
Total		4.14	0.54		High

Table (5) shows that the mean of the **Level of Organized Thinking** dimension statements ranged between (4.25 and 3.95), where the whole dimension earned a total mean of (4.14), which is considered a high level. Statement (5) (Discover where the errors lie) ranked first with a mean of (3.95) and a standard deviation of (0.67), which is considered a high level as well. Statement (2) (Employees make the decision not to think deeply about topics) ranked last with a mean of (3.95) and standard deviation of (0.67), which is considered a high level as well.

Level of Future Vision

The researcher used mean, standard deviation, item importance, and importance level to show the level of (Organized Thinking) in Jordanian telecommunications companies as shown in *Table (6)*.

Table (6)
Arithmetic Mean, SD, Item Importance and Importance level of Future Vision in descending order

No	Statements	Mean	Std.	Rank	Level
2	Employees participate in training courses to raise the level of their abilities and skills.	4.26	0.68	1	High
4	Employees consider their commitment to achieving the study objectives.	4.16	0.59	2	High
1	Employees work to determine their future needs based on reality.	4.15	0.47	3	High
3	Employees create databases that can be used in the future.	4.13	0.57	4	High
5	Employees work to share knowledge to reach a good level of information.	4.10	0.61	5	High
Total		4.16	0.49		High

Q2: What is the level of transformative change in telecommunications companies?

The study used Means &Std. Deviations to show the level of transformative change in telecommunications companies as shown in Table (7) below:

Table (7)

Arithmetic Mean, SD, Item Importance, and Importance level of transformative change in telecommunications companies in descending order

No	Statements	Mean	Std.	Rank	Level
5	The company's Change management staff works to build databases that seek to change outcomes.	4.51	0.51	4	High
3	The change in the organizational map improves the employees' performance level in the company.	4.20	0.61	2	High
1	The company works to accelerate transactions completion to achieve the policy of change.	4.15	0.54	5	High
2	The tasks that must be performed are changed into tasks that are assigned to the company's members.	4.12	0.60	1	High
4	The company focuses on changing procedures to better serve customers.	4.02	0.55	3	High
Total		4.20	0.57		High

Table (7) shows that the mean of the Level of transformative change in telecommunications companies' dimension statements ranged between (4.51 and 4.02), where the whole dimension earned a total mean of (4.20), which is considered a high level. Statement (5) (The company's Change management staff works to build databases that seek to change outcomes) ranked first with a mean of (4.51) and with a standard deviation of (0.51), which is considered a high level as well. Statement (4) (The Company focuses on changing procedures to better serve customers) ranked last with a mean of (4.02) and standard deviation of (0.55), which is considered a high level as well.

The Main Hypothesis

• **(H01): There is no statistically significant effect at the significance level (α = 0.05) of applying strategic intelligence with its dimensions (foresight, organized thinking, future vision) in the effectiveness of transformative change management in telecommunications companies.**

The researcher examines the main hypothesis from the three sub-hypotheses as following:

• **The first sub-hypothesis**: There is no statistically significant effect at the significance level (α=0.05) of applying strategic intelligence (foresight) in the effectiveness of transformative change management in telecommunications companies.

To test this hypothesis the researcher uses the Simple Regression analysis to show the effect of applying strategic intelligence (Foresight) in the effectiveness of transformative change management in telecommunications companies as shown in Table (8).

Table (8)
Simple regression to ensure the effect of applying strategic intelligence (foresight) in the effectiveness of transformative change management in telecommunications companies.

R Correlation	R^2 Effect	B	Beta	F Value	DF	Sig
0.566	0.320	0.688	0.566	52.340	112	0.001*

*: significant at level of (0.05)

The result of the study in Table (8) showed a statistically significant relationship between strategic intelligence (foresight) and the effectiveness of transformative change management in telecommunications companies. The R (correlation) value was of (0.566), whereas the R^2 value was (effect) of (0.320); this means the (32%) of foresight effect in effectiveness of transformative change management. As Beta was (0.566), this means that the relationship was positive between the variables, and the Assuring (F) value was (52.340). It is significant at level ($\alpha \leq 0.05$).

This result assures rejection of the null hypothesis and acceptance the alternative which stipulated: There is statistically significant effect at the significance level ($\alpha=0.05$) of applying strategic intelligence (foresight) in the effectiveness of transformative change management in telecommunications companies.

• **The second sub-hypothesis**: There is no statistically significant effect at the significance level ($\alpha=0.05$) of applying strategic intelligence (organized thinking) in the effectiveness of transformative change management in telecommunications companies.

To test this hypothesis the researcher uses the Simple Regression analysis to show the effect of applying strategic intelligence (organized thinking) in the effectiveness of transformative change management in telecommunications companies as shown in Table (9).

Table (9)
Simple regression to ensure the effect of applying strategic intelligence (organized thinking) in the effectiveness of transformative change management in telecommunications companies

R Correlation	R^2 Effect	B	Beta	F Value	DF	Sig
0.460	0.211	0.533	0.460	29.772	112	0.001*

*: significant at level of (0.05)

Resultof the study in Table (9) showed a statistically significant relationship between strategic intelligence (organized thinking) and the effectiveness of transformative change management in telecommunications companies. The R (correlation) value was of (0.460), whereas the R^2 value was (effect) of (0.211); this means the (21.1%) of organized thinking effect in effectiveness of transformative change management. As Beta was (0.460), this means that the relationship was positive between the variables, and the Assuring (F) value was (29.772). It is significant at level ($\alpha \leq 0.05$).

This result assures rejection of the null hypothesis and acceptance the alternative which stipulated: There is statistically significant effect at the significance level ($\alpha=0.05$) of applying strategic intelligence (organized thinking) in the effectiveness of transformative change management in telecommunications companies.

• **The third sub-hypothesis**: There is no statistically significant effect at the significance level (α=0.05) of applying strategic intelligence (future vision) in the effectiveness of transformative change management in telecommunications companies.

To test this hypothesis the researcher uses the Simple Regression analysis to show the effect of applying strategic intelligence (future vision) in the effectiveness of transformative change management in telecommunications companies as shown in Table (10).

Table (10)
Simple regression to ensure the effect of applying strategic intelligence (future vision) in the effectiveness of future vision in telecommunications companies.

R *Correlation*	R² *Effect*	B	Beta	F Value	DF	Sig
0.555	0.309	*0.717*	*0.555*	*49.536*	*112*	*0.001**

*: significant at level of (0.05)

The result of the study in Table (10) showed a statistically significant relationship between strategic intelligence (future vision) and the effectiveness of transformative change management in telecommunications companies. The R (correlation) value was of (0.555), whereas the R^2 value was (effect) of (0.309); this means the (30.9%) of future vision effect in effectiveness of transformative change management. As Beta was (0.555), this means that the relationship was positive between the variables, and the Assuring (F) value was (49.536). It is significant at level (α ≤ 0.05).

This result assures rejection of the null hypothesis and acceptance the alternative which stipulated: There is statistically significant effect at the significance level (α=0.05) of applying strategic intelligence (future vision) in the effectiveness of transformative change management in telecommunications companies.

Conclusion

The result of the study showed that the level of Strategic intelligence with its dimensions (foresight, organized thinking, and future vision) in telecommunications companies were of a high level in general and the dimensions were respectively Foresight, Organized Thinking and Future Vision and all of these dimensions were of a high level.

On the other hand, the Level of Foresight was of a high level and it may be due to the Telecommunications companies' leaderships apply clear standards to improve performance in security work and the leadership of telecommunications companies holds dialogue and awareness seminars

The results showed that the level of Organized Thinking was of a high level from the concentration of the Discover where the errors lie and the Emphasis is placed on systematic thinking and analysis of information on the other side the Employees in telecommunications companies work to expand understanding and perception through familiarity with the negative and positive aspects of situations.

The Level of Organized Thinking was of a high level and may be due to the Discover where the errors lie and the Emphasis is placed on systematic thinking and analysis of information.

The Level of "Future Vision" was of a high level and its due to the Employees participate in training courses to raise the level of their abilities and skills with of a high level and the Employees consider their commitment to achieving the study objectives.

On the other hand the level of dependent variable transformative change in telecommunications companies was of a high level also, and the research will due to the company's Change management staff works to build databases that seek to change outcomes and the change in the organizational map improves the employees' performance level in the company.

The results showed that there is a statistically significant effect at the significance level ($\alpha = 0.05$) of applying strategic intelligence with its dimensions (foresight, organized thinking, future vision) in the effectiveness of transformative change management in telecommunications companies.

This can be interpreted that the dimensions of intelligence strategies work to establish basic rules regarding foresight, drawing the future, and organized thinking and that they are important factors in supporting the effectiveness of transformative change management in telecommunications companies through: The leadership of these companies holds dialogue and awareness seminars, the employees in telecommunications companies work to expand understanding and perception through familiarity with the negative and positive aspects of, on the other hand the Employees create databases that can be used in the future referencesand the Employees consider their commitment to achieving the study objectives.

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