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OVERLAPPING WAVES STRATEGY AND ORGANIZATIONAL BRILLIANCE APPLIED STUDY IN IRAQI HIGHER EDUCATION

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ABSTRACT
The investigation of the present day study targets to find out Overlapping waves strategy with its dimensions (luxury leadership ,strategic navigation in leadership ,genius leadership, future managing, knowledge leadership) impact on organizational brilliance with its dimensions (entrepreneurship brilliance, innovation brilliance, knowledge brilliance, vision brilliance, thinking brilliance). A quantitative investigation was carried out and a descriptive research design used in this study. Through a non-probability convenience sampling, the choosing of this study's sample was done. There is a positive effect on overlapping waves strategy by organizational brilliance as revealed by the findings.

Keywords: Overlapping waves strategy, Organizational Brilliance, Luxury Leadership,Strategic Navigation in Leadership,Genius Leadership, Future Managing, Knowledge Leadership.

INTRODUCTION

Management of university education is increasingly becoming one of the most critical elements of human practice in many countries around the world, including Iraq. The practice is significant due to its direct social, economic, and political impact on the quality of Iraqi society (Blackburn, 2012). Consequently, investment in a good higher education plan is significant for the evolution of future societies and generations, and requires extraordinary effort from management in the planning as well as execution phases for the planned education (Nauffal& Nasser, 2012). In this regard, the conceptual idea of strategic planning plays a key role in the development of the Iraqi educational process, and many researchers have explored it as a critical tool that prepares institutions of higher learning to respond to future scenarios and educational needs.

Many studies on higher education strategic planning focus on the increasing exercise of overall planning which takes into account the challenges as well as globalization, and are largely able to examine and address the circumstances surrounding the particular organization's internal and external context, along with the challenges such an institution is likely to face in an effort to improve overall performance of both the learners and the institution (Almayali& Ahmad, 2012; Nauffal& Nasser, 2012). Achieving organizational communication in undergraduate and university education requires reliance on advanced techniques, mechanisms, and strategies, including overlapping waves strategy.

The great development of human knowledge is one of the most important features of the modern world in terms of quantity, quality, and indicator of its renewal (Edwards & Mercer,2013). The school is no longer able to provide its students with knowledge and information and the desired behavioral changes, because it is not possible to achieve learning from one source, And the acceleration of scientific progress and technological development, which requires the school to pay special attention to teaching its students ways of thinking (Chai et al.,2010), the basis of the success of today's generation, is not Represent in the memorizing and absorbing of

the subjects, but in learning successful and productive intellectual habits.Make it think of any problem, scientific and objective examination (Edwards & Mercer,2013).

Concurrent continuous placement enhances the opportunities for improvement by overlapping wave activities and reducing aggregate cycle time for the overall deployment progress (Laursen&Thorlund, 2016). The overlapping waves theory developed by Robert S. Siegler proposes that during development, children depend on various old and novel strategies for processing information concurrently with these strategies polishing and fading with time (Catherine, 2015). The overlapping waves model, as opposed to other models of children development, represents a natural recede and flow of the continuity and transition in children thinking (Forestier&Oudeyer, 2016).

The development of equipment use in people remains key aspect for understanding human cognition development. Several studies have examined how children explore, evaluate and chooses alternative strategies to solve problems. According to Siegler (2016), children gradually learn how to relate with various things in different ways which illustrates an understanding of the shape of objects, relation, forces actions and other physical properties used for mental transformation and planning. These factors are fundamental tools for human reasoning (Jurdak& El Mouhayar, 2014). Overlapping waves strategy can be employed to gauge employee's learning or acquisition strategies within a balanced reading framework. The functional leadership model addresses the development needs of managers in the current intricate alertness rich business setting (Ahern & Harford, 2014).

Silas (2013) observed that strategic brilliance is understood to be what the organization needs to know is industry situation to acquire an understanding of the present process, project and manage future change, design applicable tactics to create value for customers and increase productivity. Esmaeili (2014) noted that strategic brilliance comprises of the aggregation of various academics which builds a partnership between business and competitive intelligence and knowledge management to offer value-added evidence and understanding to make an organizational strategic decision. Salih&Abdulrahman (2015) defined strategic brilliance as the ability of the organization to adjust to shifting business environment rather than blind continuity through old strategies when the competitive environments signal needs for organizational change.

The current information age where the power of knowledge is practiced adds value to decision-making (Kasemsap, 2015). Business organizations use this information for expansion and maintaining competitive advantage (Geisler&Wickramasinghe, 2015). The fundamental aspect of business remains to collect information, turning the raw data into intelligence through human judgment exercise (Eidizadeh et al. 2017). Organizations need to understand its business environment (Bordeianu, 2015); including its undertakings, resources, market, clients, products, and costs to strategize for the future. Numerous organizations have used the strategic brilliance to improve an organization's strategic decision-making process (Rajnoha et al. 2016).

Learning process of the employees who will enable the organization to have a competitive advantage in the market. Learning involves the capability to comprehend or understand the principles, concepts or tasks within the business environment (Easterby-Smith &Cunliffe, 2017). Again the model overlapping waves strategy can make workers learn the ability to remember important information for future recovery purposes. The fact that students fail to learn and acquire the concept is nothing new. Every strategy may be differently employed for an assortment of challenges and provide varying success rates of implementation, and the conceptual foundations necessary to grasp their effective (Ingram, 2017). Luckily, success relative to understanding how instructional processes employ their effects has started materializing.

LITERATURE & REVIEW

2.1. Overlapping waves strategy (OWS)

The Overlapping waves strategyare used in many areas, and have been used for the concept of child education, in the field of psychology, and in the behavioral and leadership fields adopted by the administrative sciences (Van et al.,2012) . It has been able to develop the concept from educational to administrative and used in many fields. Leadership in decisions that affect individuals in waves, where the influence of inspiration in individuals far from the center of the wave weakens, while at the very beginning of the wave, so positive behavior will weaken the parties (Leavy,2012).

A Overlapping waves strategybased on the science of the mind and its processes and the cognitive performance of the learner and his environment. The learner uses a set of thinking processes in one strand to reach a solution to an educational problem or to complete a specific piece of information.

Here, the strategy depends on the completion of leadership and knowledge processes through which individuals can reach the concept of full wisdom

The current business strategy proposes a balanced training program to offer a new mixture of instructional approaches and reconcile a collection of learning styles (Tho, &Trang, 2015). Most old and contemporary management models remain heavily structured and time-consuming to use or too narrowly focused and favored the existing state of affairs.

Overlapping waves theory distinguishes among five dimensions of learning: acquiring appealing strategies, mapping strategies onto new problems, strengthening strategies for consistent usage within given problem sets where they have begun to be applied, refining choices among optional strategies or alternative forms of a single strategy, and executing appealing strategies increasingly efficiently (Chen &Siegler, 2000).

2.2. Overlapping waves strategy dimensions :

According to (Daft et al.,2014) Overlapping waves strategy includes five dimensions as follows :

2.2.1. Luxury leadership

The importance of leadership to the human element, which occupies the first place among the various other productive elements that contribute to the achievement of the goals of the desired project, the behavior of the individual is difficult to predict due to the constant changes in his feelings and emotions (Pamfilie et al.,2012). as well as change in the circumstances surrounding the project will lead to a change in policies In order to ensure the establishment of the minimum required human efforts necessary to achieve its objectives and ensure the continuity must provide staff with sound and wise leadership can save them and get their cooperation (Vinkenburg et al.,2011).in order to make the necessary efforts to accomplish the tasks assigned to them have been shown studies Damaged a relatively small number of capable "Being able to drive a rare commodity not only enjoyed by the few members of the community.

This form of leadership required companies to initiate shifts from the current reality and encourage individual transformation. Perfectionist customers may perceive additional value from a luxury brand as they assume that it has a greater product quality and assurance. Luxury leadership programs are experiences that revitalize the employee's knowledge of branding and ignites the desires to rebuild brand management approach (Karabell, 2017). Luxury leadership is amanagement, strategy, and performance that every person learn how to develop a resilient brand image, greater brand experience and long-term product loyalty (Markus, 2017).

2.2.2. Strategic navigation in leadership

Leadership is a process in which a group of persons is influenced to achieve usual aims by an individual as stated by Northouse (2007). Leaders are interested in interacting with their juniors or hyping and broadening their subordinates' interest, they don't rely depend on their legalized strengths to subdue workers to do as asked to (Northouse, 2007). navigation leadership perspectives as shown by (Burns, 1978) are most vital, broadly used and examined for the leadership study since 1990.

Navigation leadership is viewed when leaders influence their juniors to increase their moral levels, viewpoint, beliefs, alliances and motivations with organizations objective reference to Burns (1978). Leadership is inspiring and involving association between the leader and their juniors. It is such involving and inspiring that it gives the subordinates the capability to gravely test the present presumptions and encourage them to think across wider dimensions (Krishnan, 2012). Furthermore, it makes the juniors to be grateful, show allegiance, trust and obedience to their heads and be allocated to activities without complaints (Yukl, 2006). Belief and respect are in turn given to the subordinates by leaders. They, therefore have the capability of influencing their juniors conduct, leading to positive outcomes in the organization and more work attainment (Givens, 2008). Their subordinates become prolific, creative, innovative and adaptable to diverse environmental situations within the institution from the leaders' help (Furkanet al., 2010). They also help in reduction of the probabilities of problems related to the job(Berson&Avolio, 2004).

In a world where strategies are seen as a commodity, navigation and imaginations become critical factors. A better concept to address the disconnection between strategy and planning could be strategic navigation (Gross, 2016). The Strategic navigation introduces the Constraint Management model in leadership for strategic development and deployment, integrates logic thinking process with time-tested military thinking process and planning. Managing change through strategic navigation involves learning new things and providing the opportunities for the emergence (Brazer et al., 2014).

2.2.3. Genius leadership

Genius leadership is determined by the energy emanating from the personal inner side. Genius leaders portray intelligence which is perceived as the ability of the human mind to comprehend, apply thoughts and reason to solve problems (Allio, 2015). Genius is a very important tool for leadership as leaders can acquire knowledge and use it practically to solve problems within the organization (Goldstein, 2017). This kind of leadership allows an individual to have integrity, speak truth from the situation of quiet dignity and standing for power. According to Haber- Curran &Shankman (2018). Genius leadership is a recognition of the best principle that rises confidence to be able to stand in place of personal power and intelligence. Genius leadership exercises the four intelligence of a leader namely wisdom, character, social and spiritual intelligence.

2.2.4. Future Managing

Heisig et al. (2016) noted that management thinking has moved to an understanding of human actions as a sense-making process. The future of an organization is determined by sense-making relationships of its employees rather than the decisions of a few influential individuals. Future managing is described as the practice of managing goals and performance targets of the organization. Management of any organization requires great agility, capacity to rapidly and positively respond to change, operational use of informed evidence and ICT systems to communicate in-house information between organization and employees and existing with prospect markets/clients segments (Neubert et al. 2015). Future managing explores innovative talent management, emerging leadership concepts and managerial response and techniques for addressing future organization needs.

2.2.5. Knowledge leadership

There is no doubt that leadership is an important element in the adoption and application of knowledge management. The leader is an example for others in continuous learning. Some theories of leadership are more suited to knowledge management than other theories(Vinkenburg et al.,2011). The TraitTheory, some believe, does not fit the application of knowledge management. Behavioral theories are more appropriate, whereas situational theories are more consistent with the leadership style required for knowledge management

Situational theory depends on the interaction of the commander's personal characteristics and behavior (Noruzy et al.,2013), the factors of the leadership position itself,It believes that the position itself is of great importance in influencing the process of leadership, because it affects the ability of the leader to accomplish what is required of him, and the most important of these theories and famous theory Fiedler: situational theory FiedlerContingency, and indicates that there is no one method of leadership fit for each Time and place, as there are certain qualities must be available in each leader

In general, knowledge management requires an unusual pattern of leadership that can lead others to achieve the highest levels of productivity in the organization. Leaders are no longer described as presidents, but they are described as coordinators, facilitators, facilitators, or coaches (Birasnav,22014). Therefore, the appropriate leader for knowledge management is the leader who has three basic qualities: the ability to explain the vision to others, to set an example for them, and to have the ability to link this vision in more than one content and within more than a framework of interest to the organization and the organization works through it (Noruzy et al.,2013). There are other qualities that a leader must have: to build a common vision, to communicate and to deal with others in the organization and to hear their reactions to his vision while assessing, reshaping and developing this vision, as necessary.

Knowledge leadership is defined as the process of supporting individuals in the learning process required to realize the group's goals or organizational needs (Yang, Huang & Hsu, 2014). Knowledgeable leaders always look for strategies to help their juniors deliver higher performances for the company. Behind any successful organization is knowledge leadership which creates demand for individuals and teams to share and transfer knowledge within the organization (Fischer et al. 2016).

2.3. Organizational Brilliance (OB)

Organizational brilliance: Phenomena are so brilliant or bright that they blind the regulatory organs or consumers with supernormal light. On the one hand, it seems that organizational brilliance brings us divine happiness, self-realization and a lot of money, but on the other hand, it can create some kind of moral dimension. (Burns, 2003) But this is not the same moral distance Borrell described earlier. The moral distance caused by organizational brilliance does not cause our vision to be eliminated by darkness, but because it is taken by light. In the following three sections (Spoelstra,2009)

2.4. Organizational Brilliance dimensions:

According to (Sant&Dulebohn ,2012) organizational brilliance includes the following dimensions:

2.4.1. Entrepreneurship brilliance

Entrepreneurship brilliance means that an individual possesses the qualities and skills required for a successful business venture. Entrepreneurship brilliance allows employees to generate ideas, set up business, pitch, conduct market research and analysis and manage finances (Burhan et al. 2017). The success of the business is greatly enhanced through an understanding of the strategic entrepreneurial features and skills for solutions. Entrepreneurship brilliance leader is always optimism, visionary, initiative, have desires to control, self-motivated and persistent, risk tolerance and resilience (Haromszeki, 2016).

2.4.2. Innovation brilliance

Creativity is a skill which can be developed by investing time and efforts in the critical and creative thinking process. Innovation is a transformation of tactics and ideas that exemplify courageous transformative practices within the organization. Innovation in business starts with an analysis of the sources of new opportunities. Innovation brilliance requires knowledge, creativity, and focus. Radical innovation and disruption have turned stars, and nobody cares about the long extension of products but rather the creation of completely innovative products and services that interrupt value chains (Tann, 2015).

2.4.3. Knowledge brilliance

Knowledge is the assembly of skills and information that an individual has acquired through experience. Perhaps no individual difference variable has a more practical consequence that does knowledge brilliance. Knowledge is closely associated with cognitive density required to meet modern life demands. Knowledgeable leaders unite workers to work as a team and create a better world and cope with changes that emerge within the organization.

2.4.4. Vision brilliance

The current high-tech global business environment, launching and operating a successful business calls for substantial efforts. Vision brilliance is the first step of the path to running a successful business. Getting completely clear visions about the business dramatically affects the business results (Mulyani, Darma&Sukmadilaga, 2016). Vision brilliance can be termed as a mental picture of the future leadership. Vision leads to the creation of desires to grow and improve, embodies hopes and ideas and gives an individual a sense of purpose.

2.4.5. Thinking brilliance

High-level thinking is not something scientists, innovators and scholars enjoy doing. The executive and the entire business community to increase mental functioning through brilliant thinking to enrich lives. Thinking brilliance might take the four dimensions of brilliant thinking which include sequential processing, quantitative processing, spatial processing and executive innovation, decisiveness (Kalargiros& Manning, 2015). Thinking brilliant individuals remains flexible always and see challenges from multiple perspectives which allows them to interrogate and test underlying formulations of challenges and generate an array of possible practical solutions.

MATERIALS & METHODS

3.1. Instrument

Descriptive research was used to present and analyze the features of the current trend. Qualitative research was also used whereby questionnaires were distributed in non-contrived study environment. Study sample was picked by use of non-probability convenience settings. University professor were used as a study sample was responses were collected. Out of 220 questionnaires distributed among teachers, 190 were returned which translated to a feedback rate of 86.3%. The teachers were further required to response to the questions indicated in honesty and additionally they were guaranteed of their privacy, the research ensured and also informed them that their responses will only be used for study purposes and be treated with the highest level of confidentiality.

3.2. Sampling

The statistical sampling formula was applied to obtain the sample size of the population.

$$n = \frac{Z2\ Npq}{Ne2 + Z2pq}$$

Where,
Z = Probability given under 96.5% reliability
N = Population or universe
E = Sampling error
pq = Proportion of the total population

The population of the university professor in the academic colleges in iraq. The value of the proportion of the total population (pq) was obtained from ratio. Further, to ensure an optimal sample size, the 95% confidence level was pre-assigned and a small sampling error (0.05) was fixed. therefor the sample size =196.

3.2.Conceptual model

A conceptual model is designed to illustrate causal relationships between variables. The independent variable (OWS) is composed of five basic dimensions (OWS1, OWS2, OWS3, OWS4, OWS5) ,the dependent variable (OB) is composed of five basic dimensions (OB1, OB2, OB3, OB4, OB5), as shown in Figure 1.

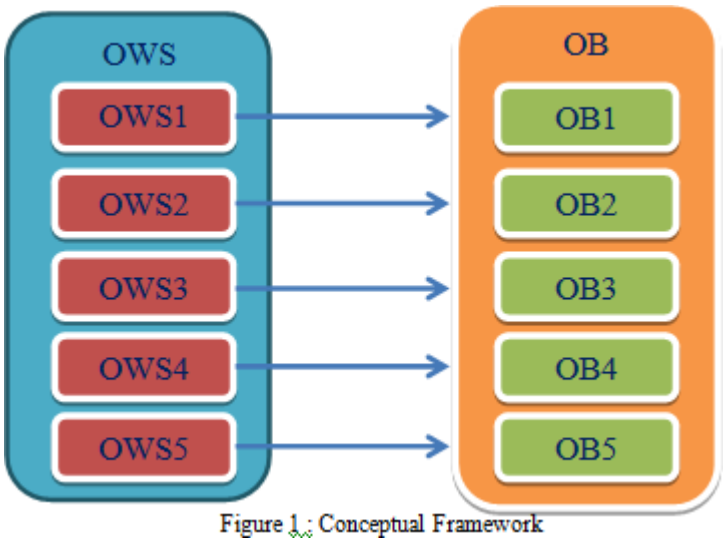

Figure 1.: Conceptual Framework

4.Data Analysis and Findings.

The alpha reliability analysis of Cronbach was performed to test out the reliability of the variables applied in the study. In the findings, 0.806 was the figure of the Cronbach's Alpha for OWS while 0.834 was used as the OB. In addition, 0.814 was used as the OWS1. OWS2 was 0.804. OWS3 was 0.817. OWS4 was 0.819 OWS5 was 0.744. In regards to the reliability of the dependent variable OB was 0.834. OB1was 0.713. OB2 was 0.719, OB3 was 0.724, OB4 was 0.751, OB5 was 0.821.

In regards to the reliability of the whole questionnaire, after the measurement the value was 0.871. The value of Cronbach's Alpha was over 0.7 for all the variables which translates to high internal consistence in each of the scale elements.

Table 1 Reliability and validity results

Scale	Factor	Cronbach's Alpha
OWS	OWS1	0.814
	OWS2	0.804
	OWS3	0.817
	OWS4	0.819
	OWS5	0.744
	OWS	0.806
OB	OB1	0.713
	OB2	0.719
	OB3	0.724
	OB4	0.751
	OB5	0.821
	OB	0.834
All		0.871

Table 2 shows the correlation between variables correlation analysis was done so as to establish the relationship among selected variables. OWS is closely related to OB which has a correlation of ($r=0.671$, $p<0.01$), supporting H1 (shown in table 1). There is a positive association between OWS1 and OB with a value of correlation of ($r= 0.674$, $p< 0.01$), supporting H1. The relationship between OWS2 and OB ($r= 0.589$, $p <0.01$), Supporting H2. There is a positive association between OWS3 and OB with correlation value is ($r= 0.525$, $p <0.01$), Supporting H3. There is a positive association between OWS4 and OB with correlation value is ($r= 0.700$, $p <0.01$), Supporting H4. Lastly, there is a positive relationship between OWS5 and OBbecause the correlation value is ($r= 0.591$, $p < 0.01$), supporting H5

Table 2: Results of correlation between variables

Iv	R	Sig	Dv
OWS1	0.674**	0.000	OB
OWS2	0.589**	0.000	
OWS3	0.525**	0.000	
OWS4	0.700**	0.000	
OWS5	0.591**	0.000	
OWS	0.671**	0.000	

With regard to the effect of variables Table 3 shows the stepwise multivariate regression analysis for predicting OB , The results in Table (1) indicate that the value of the regression parameters of the variable OWS1($\alpha=0.413$) ,($\beta=0.914$) and the explanatory power of the model ($R2=0.455$). Hence, the regression model is as follows:$Y= \alpha + \beta$ OWS1 and it supported H1.And the value of the regression parameters of the variable OWS2 ($\alpha=1.475$) ,($\beta=0.682$) and the explanatory power of the model ($R2=0.347$). Hence, the regression model is as follows:$Y= \alpha + \beta$ OWS2 and it supported H2. The value of the regression parameters of the variable OWS3 ($\alpha=1.228$) ,($\beta=0.728$) and the explanatory power of the model ($R2=0.275$). Hence, the regression model is as follows:$Y= \alpha + \beta$ OWS3 and it supported H3. The value of the regression parameters of the variable OWS4 ($\alpha=1.187$) ,($\beta=0.749$) and the explanatory power of the model ($R2=0.490$). Hence, the regression model is as follows:$Y= \alpha + \beta$ OWS4 and it supported H4. The value of the regression parameters of the variable OWS5

(α=0.953) ,(β=0.789) and the explanatory power of the model (R2=0.349). Hence, the regression model is as follows:Y= α + β OWS5 and it supported H5.

Table 3: Results of regression

Source	α	β	R^2	Sig	F	DV
OWS1	0.413	0.914	0.455	0.000	92.551	OB
OWS2	1.475	0.682	0.347	0.000	59.010	
OWS3	1.228	0.728	0.275	0.000	42.205	
OWS4	1.187	0.749	0.490	0.000	106.853	
OWS5	0.953	0.789	0.349	0.000	59.470	

DISCUSSION

Overlapping waves strategy and Strategic brilliance have evolved as focal concepts to business strategy. Key drivers have been the introduction of commercial internet connection, resolving the confusing communication and increasing modest means to covey more rich business information. This has done businesses to do things they previously could not do (Bocken et al. 2014). The overlapping strategy enables the organizations' decision to produce related products under various trademarks, through secretive brands or unique tools manufacturer.

Market expansion remains a product overlapping waves strategy. Development of distinct brands in a single organization creates a perception of more resilient market and product demands. Creating the perception and building such unique products requires brilliance strategies such as knowledge, innovation, thinking and vision (Ulrich &Dulebohn, 2015). Another important aspect of the overlapping strategy is maximizing investment value. Original products require to build facilities and established supply chains. An organization has an equal chance of losing the invested resources if the product demands fall short. However, brilliant leaders allow the firm to sell the new products under private labels (Dontigney, 2017). Within the global economy, the most valuable skill someone can sell is the knowledge and brilliance (Makore&Eresia-Eke, 2015). Good training is not just a path to opportunities but rather a requirement in leadership. Three-quarter of the fastest growing organizations look for more than just education. Strategic brilliance ensures that individuals engage deeply with theoretical issues of diversity and provide specific and practical tools that assist them to start a personal strategic plan or improve the current efforts. Innovation always remains the centerpiece for competitive advantage within the market (Darroch, Miles &Jardine, 2015. Research, assessment and a determination for maximum resources utilization is an essential component of businesses as it is for people and the entire world. Whereas overlapping strategy might be a continual or gradual improvement, strategic brilliance such as innovation occurs in a sudden shift of dynamic. Creation of wealth is the driver of entrepreneurship and strategic management. Leaders' interests remain the application of innovative and strategic tools, techniques, and concepts to drive the firm towards increasing its wealth. These strategies applied by the organizations to create wealth are driven by leadership which advocates for the strategic brilliance of innovation, networking, internationalization, employee development and management of teams and good governance and growth (Hajro, Gibson &Pudelko, 2017) Research shows that sustained organizational performance is entrenched in the exploitation of current competencies and discovering innovative openings (Jansen, Vera &Crossan, 2013). An organization which engages in research innovations hunt new knowledge and improve products to match the evolving market demands and unique customers.

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