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Facing Uncertainty Dimensions by Depending on Strategic Conversation

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Abstract: ***The research starts from a fundamental problem about how top management team can realize the uncertainty. Strategic conversation has been introduced as a way for top management team to deal with uncertainties. Within the current research model, the strategic conversation was considered as an independent variable and uncertainty as dependent variable. The researcher used the survey method by distributed a questionnaire in the Administration and Economics College, University of Baghdad. Samples are 40 faculty participant of scientific committee members were distributed in seven scientific departments. The data were statistically analyzed by mean and the standard deviation. The hypotheses were tested through the use of correlation and regression analysis. The researcher found a significant correlation between the strategic conversation and uncertainty. In regression analysis we found significant effect between strategic conversation and (state, effect) uncertainty and not significant relationship with (strategic, structural, functional) uncertainty.***

Keywords: strategic conversation, uncertainty

1. Introduction

One of the major challenges facing top management team in today's business environment is the uncertainty, since all options and strategies can fail to achieve their goals because of uncertainty. The reason for this is high uncertainty can leads to weakness strategic formulation that unable to respond to the challenges that business can face. In the final outcome, organizations are surprised by the occurrence of unexpected events that lead to being exposed to crises.

So whenever the top management can realize the uncertainty, it will be able to stay in the business environment for a longer period. Therefore, the strategic conversation can contribute to the development and maturity of the top management's understanding to the nature of the contemporary business environment, which is characterized by rapid change and complexity. Therefore Through strategic conversation, mental set and opinions are exchanged from implicit knowledge to tacit knowledge about the nature of the events, and their implications and how they develop.

Individuals and group have their own perceptions about how the environment evolves, And how the interaction of events with each other, and through the strategic conversation the process of exchange of insight, intelligence and beliefs, which contributes to share mental model on the development of the environment and its implications. Thus, whenever a strategic conversation is effective among members of the top management, it will be able to reduce uncertainty.

Therefore, the problem occur in the ability of the top management to realize uncertainty, because human nature tends to ignore the vague and ambiguous things, so that strategic conversation can contribute to facing uncertainties and working to accommodate them rather than fearing and avoiding the unknown. Avoidance behaviors can lead business organizations to bankruptcy by adopting inappropriate defensive options and strategies. The end result is that the risks will grow and become certain and top management will not be able to avoid their negative consequences, because time will be inadequate to take corrective action. Therefore, the continuous strategic conversation to the nature of uncertainty can contribute to the face of it and work to understand the reality and results.

The current research focused on the quality of strategic dialogue through the study of both: Active leadership and engagement in conversations, Awareness of individual communication tendencies.

While the uncertainty was studied through two dimensions: The first was based on the contribution of Milliken (1987), which focused on the study of uncertainty in terms of (status, impact and response), and the second was basis on the contribution of Bordia et al (2004) uncertain (strategic, structural, job). The reason for choosing these dimensions to study uncertainty is that the Miliken (1987) classification will enable an understanding of the nature of the uncertainty faced by top management. While the Bordia & et al, will enable to understanding the results of uncertainty. And so the better understanding of the nature of uncertainty (stat, effect, and response), the more uncertain (strategic, structural, job) results are under control.

2. Literature Review

2.1 Strategic Conversation

The term "strategic conversation" was presented in a mature way by Kees van der Heijden in his book " scenarios the art of strategic conversation" in 1996. And this book represent his experience as manager during 35 years with Shell (Heijden,1996:ix) [1].

Over the last 20 year van der Heijden privileged to participate in the conversation among the world's top practitioners in this area who are part of the Global Business Network. Going through it one cannot be anything else but impressed with the quality of the thinking developed in those

conversations (Heijden,2002:xxi) [2]. Heijden refer to the influence of Eden 1992 & Ackermann1998 in understand the overriding importance of the quality of the ongoing strategic conversation in the organization (Heijden,2002:xxii) [2].

The strategic conversation is a phenomenon that has been described as the simple conversations, interactions and dialogues that occur among organizational members in everyday formal and informal situations (Merwe & et al,2007:215) [3]. Conversation, and engagement is precisely the hoped for outcome of any strategy development and implementation process (Chesley & Wenger,1999:57) [4]. Therefore we should be seen to the strategic conversation as much more than a periodic exercise to revisit and redesign the organizational strategy (Sharpe & Heijden,2007:228) [5]. van der Heijden,1996; van der Heijden et al., 2002 wrote, Through a strategic conversation managers have an opportunity to help challenge current organizational mindsets in a way that precipitates shared learning and understanding (Wright,2007:90) [6]. So we consider the conversation as a way of thinking about how organizations address our external and internal questions. It conveys an inclusive "give and take' image and allows us to look at the different players and processes important to strategy making (Liedtka &et al, 1996:147) [7]. Listening is the key to a successful strategic conversation; people will not act until they understand why this action makes sense (Sharpe & Heijden,2007:224) [5]. On-going conversation among senior executives which in tum mitigates against the type of strategy management discipline imposed (Chesley & Wenger,1999:60) [4]. Each individual employee was invited to participate in the strategic conversation and asked to share the possibilities for the future that energized him or her at a personal level (liedtka,2007:244) [8]. Vygotsky (1986) suggests that we will have a meaningful conversation if we share part of what he calls our ‘zones of proximal development’. This zone includes all exploratory ideas that stick in our minds, not because they are well-integrated with our operative knowledge, but because we intuitively feel that they may relate to it somehow without as having worked out where and how (Sharpe & Heijden,2007:228) [5].

To perform high quality strategic thinking, they must start by learning how to have strategic conversations, or dialogues (Fahey & Randall,1998:48) [9].The process of strategic conversation is made possible by management providing a ‘common space’ where people feel free to learn about the strategic views of others, get an overview of the total picture and where they are motivated to contribute their own insights as part of the process(Sharpe & Heijden,2007:231) [5].Therefore the Strategic conversations enable people to develop a strategic perspective of what might become (Davies,2004:17) [10]. Manning wrote, Strategic conversation is far more than just an occasional practice that can be adopted or abandoned at will: it is without doubt the central and most important executive tool (Chermack & et al ,2006:380) [11]. Such leaders must be comfortable with dreaming as well as analyzing; with listening more often than speaking and they must manage the rules of engagement in the strategic conversation, rather than controlling the content of the strategies themselves (liedtka,2007:243) [8].These conversations typically address matters of complexity, uncertainty and ambiguity, we describe a heightened level of participant ‘readiness’ as an ‘openness disposition (Burt & et al,2016:2) [12]. Then the strategic conversation allows managers to explore alternative opinions about what the future might to be like without having to choose on possible path against which strategic decisions are to evaluated (Fahey & Randall,1998:48) [9]. Therefore the strategic conversation will have been successful if it produces the shared insight of a new role the organization can play in society (Sharpe & Heijden,2007:227) [5].

Higher quality strategic conversation that enables decision makers to be more thoughtful and more adept at dealing with the risks and the opportunities, the options and the alternatives a boundaries and hierarchical levels about the group or organization’s vision, critical strategic themes, and the values that can help achieve desired outcomes(Daft,2008:263) [13]. We define the strategic conversation as collective feedback learning process to sharing tacit knowledge between individual and group toward create organizational mental model.

2.2 Uncertainty

Contemporary managers face unprecedented levels of environmental uncertainty and it is for this reason that we believe that it is necessary to engage in discourse about environmental uncertainty and how its impact on organizations can be mitigated(Chawla at al.,2012:200-201) [14]. Uncertainty means the future does not exist as a physical period of time (like present), but exists only in our minds as a field of uncertainty, characterized by likely or expected events (Bolisani & Bratianu,2017:237) [15].

Knight (1921) one of the first author how put the concept of uncertainty as essential part of book title "Risk, Uncertainty and Profit"[16]. In (1958) Dill discussed the idea of Uncertainty under the title "environment as an influence on managerial autonomy"[17]. Dill made the distinction between ‘‘general’’ and ‘‘task’’ environment. The latter one is made up of elements and sectors with which the firms has direct contact and that affect directly business strategy, day-to-day operations, and goal attainment(Vecchiato,2012:389) [18]

March and (Simon,1958:137) [19] argued the events that will ensure if that particular alternative is chosen, his theories fall into three categories: (a)Certainty,(B) Risk and (C) Uncertainty (137).

The notions of uncertainty, categorized as four types of causal texture of the

Organizational environment by Emery and Trist (1965)((Chawla & at al..2012:207) [14].

(Thompson,1967:159) [20] believes that uncertainties are presented to complex organizations from three sources, two external the organization and the third internal. External Uncertainties stem from (1) generalized uncertainty. Or lack of cause/ affect understanding in the culture at large and (2) contingency, in which the outcomes of organizational action are in part determined by the actions of elements of the

environment. The internal source of uncertainty is (3) interdependence of components.

Lawrence and Lorsch (1967) who argue the State of different environments place differing requirements on organizations. Each industry faced differing degrees of environmental conditions, ranging from high to low uncertainty (Rabin & Miller,2000,333) [21]. Perceived uncertainty is high when information about the environment is unclear and imprecise, when there is a great deal of cognitive ambiguity, and when organizational actions trigger environmental feedback effects that arrive too late to clearly assign specific actions to specific environmental reactions(fuchs,1992:123) [22]. Thus highly uncertain tasks, had structures low on formality, and highly certain task had structures high on formality (Donaldson,2001:41) [23].

(Duncan,1972:318-319) [24] Measure the first dimension lack of information regarding the environmental factors associated with a given decision making situation. The second dimension not knowing the outcome of a specified decision in terms of how much the organization would lose if the decision were incorrect. The third dimension of perceived environmental uncertainty deals with the respondent's ability or inability to assign factor on the success of failure of a decision unit in performing its function.

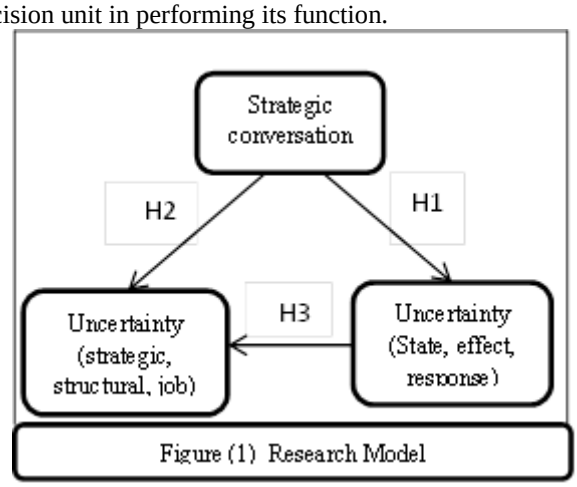

Figure (1) Research Model

Milliken (1987,135) [25] Explain three types of perceived uncertainty about the environment: state uncertainty, effect uncertainty and response uncertainty. State uncertainty when they perceive the organizational environment, or a particular component of that environment, to be unpredictable. that means one does not understand how components of the environment might be changing. Effect uncertainty relates to an individual ability to predict what the impact of environmental events or changes will be on organization. Response uncertainty is associated with attempts to understand what response options are available to the organization and what the value or utility of each might be.

Bordia & et al,2004:509) [26] Adapting the approach used by Buono & Bowditch (1989) and Jackson et al. (1987), by proposed a three factor conceptualization of uncertainty : Strategic, structural, and job.

Strategic uncertainty refers to uncertainty regarding organization level issues, The term strategic is preferred because this definition is broader and includes uncertainty about reasons for change and the future viability of the organization. The second element is structural uncertainty, refers to uncertainty arising from changes to inner workings of the organization. Organization restructures and combination of business units and reallocation of services. Finally, job related uncertainty includes uncertainty regarding job security, promotion opportunities, changes to the job role and so forth. Bordia & et al,2004:510-511) [26]

The most recent is the contribution of Courtney & et al,1997. Presented their article "strategy under uncertainty" and discussed four levels of certainty: A Clear-Enough Future, Alternate Futures, A Range of Futures, and True Ambiguity.

A clear- enough future refers to develop a single forecast of the future, alternate futures refers to the future can be described as one of a few alternate outcomes, or discrete scenarios, a range of futures refers to That the range is defined by a limited number of key variables, but the actual outcome may lie anywhere along a continuum bounded by that range, true ambiguity refers to multiple dimensions of uncertainty interact to create an environment that is virtually impossible to predict, It might not even be possible to identify, much less predict, all the relevant variables that will define the future.(69-71) [27]

Knight (1921) and Luce & Raiffa (1957) defined uncertainty as those situations where the probability of the outcome of events is unknown as opposed to risk situation where each outcome has a known probability (Duncan, 1972:317) [24]. Galbraith (1977) defined uncertainty as the gap between the knowledge already acquired by the organization and the knowledge required, to carry out its assignment (Schechter&Asher,2011:139) [28]. (Milliken, 1989:136) An individual's perceived inability to predict something accurately.

Uncertainty refers to a lack of clarity about what will happen (Gibson & et al.,2012:196)[29].

Uncertainty means that managers do not have sufficient information about environmental factors to understand and predict environmental needs and changes (Daft & Marcic,2016:73)[30].

So our view of uncertainty as complex interaction condition between fuzzy of organization business and the ignorance of the facts and the future of the environment, which generate an uncertain position between knowing the known knowledge and knowing the unknown knowledge.

3. Research Model and Hypotheses

3.1 The research model seeks to test the possibility of reducing uncertainty based on strategic conversation. Therefore, the strategic conversation is an independent variable and uncertainty as a dependent variable. And the model contains three basic hypotheses.

H1: when the qualities of strategic conversation increase, top management ability to realize uncertainty (state, effect, response) is also increasing.

H2: when the quality of strategic conversation increase, top management ability to realize uncertainty (strategic, structural, functional) is also increasing.

H3: when the ability to realize uncertainty (state, effect, response) will increase, the ability to realize uncertainty (strategic, structural, and functional) is also increasing.

4. The Sample of Study

The research population consists of (50) faculty from scientific committees in the departments of Administration and Economics, the sample of study is random sample, where distributed (48) questionnaires in seven departments and received 42, therefore the sample represented (82) % from the population. The table below shows the details. The characteristics of the sample are as follows: the number of male (20) and female (21), the number of prof. (13), assistant prof. (16), teacher (11) and assistant teacher (2).

No	Department	Member of scientific committees	Number of distributed	Number of received
1	Business management	10	9	8
2	Public management	7	7	6
3	Industrial management	4	4	2
4	Accounting	10	9	7
5	Statistic	7	7	7
6	Economics	8	8	8
8	Financing and banking	4	4	4
	Total	50	48	42

5. Measurement

The scale ranging of strategic conversation is from 5(Always) to 1 (never). Different expressions were used within each dimension of the uncertainty, scale ranging from 5 (indicating low uncertainty) to 1 (indicating high uncertainty). And all dimension of measurement are significant by Croonbach's Alpha taste, as appear in table 2

Source	*Variable*	*Sub variable*	*No of Items*	*Cronbach's Alpha*
Merwe & et al (2007)	*Strategic conversation*	*Active leadership and engagement in conversations*	*7*	*0.86*
		Awareness of individual communication tendencies	*6*	*082*
Milliken (1990)	*Uncertainty*	*State*	*2*	*0.84*
		Effect	*3*	*0.73*
		Response	*5*	*0.81*
Bordia & et al (2004)	*Uncertainty*	*Strategic*	*4*	*0.86*
		Structural	*4*	*0.89*
		Job	*4*	*0.90*

6. Data Analysis

6.1. Active leadership and engagement in conversations

The overall mean for this dimension with (M= 4.3), and the standard deviation was (S.D= 0.55) as appear in table 3, this explains that the Scientific Committee have good practice in strategic conversation. Most of answer distributes between (always- usually) use, and the highest mean for no (6AL and 4Al) with (M=4.6 for both), (S.D =0.65, 0.73), which refer to good explicit of assumptions and listening, and the lower mean for no (5AL) with (M= 4.1, S.D. =0.87), and also good degree, but it come at last because the work of scientific committees depending on discuss the opinions to make the confuse at minimum level

6.2 Awareness of individual communication tendencies

The overall mean for this dimension with (M= 4.2), and the standard deviation was (S.D= 0.52) as appear in table 4, this indicates that the Scientific Committee have good practice in strategic conversation were participants have motive to continue in conversation. Most of answer distributes between (always- usually) use, and the highest mean for no (1AI) with (M=4.5,SD=0.64), which refer to good understand of view point of other person, and the lower mean for no (7AI) with (M= 4, S.D. =0.64), and also good degree, but it come at last because the successful work of scientific committees did not depend on make boundaries but it depend on transfer tacit knowledge between participants.

6.3. Uncertainty

We ask participants to indicate his assessment on the basis of the various issues being discussed at meetings of the Scientific Committee that relate to the future directions of the department and college and we use tow model and the fallowing data explain that .

In Milliken uncertainty model the overall mean was (3.5) and the standard deviation was (0.43), as appear in table 5, that means the participants have uncertain in the environment that interact and work with it. Most of answer distributes between (fuzzy- certain) use, and the highest mean for no (1SU) with (M=4.8, SD=0.56), which refer to ability to make probability to the future issue, and the lower mean for no (3RU) with (M= 3.2, S.D. =0.81), that means the participants uncertain with future alternative.

In for Bordia & et al uncertainty model the overall mean was (3.7) and the standard deviation was (0.75), as appear in table 6, that men the participants have understating the result of uncertainty. Most of answer distributes between (somewhat agree - agree) use, and the highest mean for no (4ST, 1JU,2JU,4JU) with (M=4.8), (SD= 0.76, 0.79, 0.76, 0.76) , which refer to lower level of uncertainty on Job; that means the participant have good understanding to the future direction of their development, and the lower mean for no (2STRU) with (M= 3.5, S.D. =0.85), that mean the participants uncertain about college future direction.

Table 3: Frequency for Active leadership and engagement in conversations

No	*Items*	Always		Usually		Often		Some times		never		M	SD
		N	%	N	%	N	%	N	%	N	%		
1AI	*I use active listening to understand to understand another person's view point.*	24	57	15	36	3	7	-	-	-	-	4.5	0.64
2AI	*I constantly question my opinions with intent of reaching observable data.*	16	38	19	45	7	16	-	-	-	-	4.2	0.72
3AI	*I use open- ended questions to clarify the patterns and structures.*	13	31	17	40	11	26	1	2	-	-	4	0.83
4AI	*I use concrete examples to describe behavior, sensing, feelings and impact.*	18	42	13	31	10	23	1	2	-	-	4.1	0.81
5AI	*I use applicable coaching skills such as deep listening, empathy respect, and genuineness as appropriate.*	21	50	16	38	4	10	1	2	-	-	4.4	0.76
6AI	*I make informed choices about personal behavior by balancing the purpose, desired result and current reality.*	11	26	24	57	6	14	1	2	-	-	4.1	0.72
7AI	*I define personal and organizational boundaries and review them when necessary.*	9	21	25	60	8	19	-	-	-	-	4	0.64
	Mean											4.2	0.52

Table 4: Frequency for Awareness of individual communication tendencies

. No	*Items*	*Always*		*Usually*		*Often*		*Some times*		*never*		*M*	*SD*
		N	*%*	*N*	*%*	*N*	*%*	*N*	*%*	*N*	*%*		
1AL	*I take a stand and express outcomes while remaining engaged with the conversation.*	*15*	*36%*	*21*	*50%*	*5*	*12%*	*1*	*2%*	-	-	*4.2*	*0.74*
2AL	*I encourage others to make choices that support engagement in the conversation.*	*20*	*48%*	*15*	*36%*	*6*	*14%*	*1*	*2%*	-	-	*4.3*	*0.81*
3AL	*I stay engaged to identify events that could assist in understanding underlying patterns of behavior and structural aspects.*	*16*	*38%*	*21*	*50%*	*3*	*7%*	*2*	*4%*	-	-	*4.2*	*0.78*
4AL	*I do my best to be explicit about the assumptions under my opinions.*	*28*	*67%*	*11*	*26%*	*2*	*5%*	*1*	*2%*	-	-	*4.6*	*0.73*
5AL	*I confront others constructively when I disagree with their opinions.*	*17*	*41%*	*16*	*38%*	*7*	*17%*	*2*	*4%*	-	-	*4.1*	*0.87*
6AL	*I paraphrase what is said to ensure deeper understanding.*	*13*	*31%*	*26*	*62%*	*2*	*5%*	*1*	*2%*	-	-	*4.2*	*0.65*
7AL	*I listen to what is being said and am self-aware when judging.*	*28*	*67*	*13*	*31*	-	-	*1*	*2*	-	-	*4.6*	*0.23*
	mean											*4.3*	*0.55*

Table 5: Frequency for Milliken Uncertainty model

No	State	(81-100)%		(61-80)%		(41-60)%		(21-40)%		(20-0)%		M	SD
		N	%	N	%	N	%	N	%	N	%		
1SU	If you had to assign a probability of these issues, what will be?	3	7	27	64	12	29	-	-	-	-	3.8	0.56
2SU	How certain are you of your estimate?	Extremely certain		certain		Fuzzy		Uncertain		Extremely uncertain			
		N	%	N	%	N	%	N	%	N	%		
		2	4	23	55	16	38	1	2	-	-	3.6	0.62
	Mean											3.7	0.55
	Effect	(81-100)%		(61-80)%		(41-60)%		(21-40)%		(20-0)%			
		N	%	N	%	N	%	N	%	N	%		
1EU	How likely is that your college will be affected by these issues?	2	5	21	50	16	38	3	7	-	-	3.5	0.71
2EU	How certain are you of this estimate?	Extremely certain		certain		Fuzzy		Uncertain		Extremely uncertain			
		N	%	N	%	N	%	N	%	N	%		
		1	2	23	55	16	38	2	5	-	-	3.5	0.63
3EU	How much of an impact do you think these issues will have on your college?	Extremely certain		certain		Fuzzy		Uncertain		Extremely uncertain			
		N	%	N	%	N	%	N	%	N	%		
		3	7	16	38	22	52	1	2	-	-	3.5	0.67
	Mean											3.5	0.54
	response	Strongly agree		agree		Somewhat agree		disagree		Strongly disagree			
		N	%	N	%	N	%	N	%	N	%		
1RU	There is no difficulty when different	5	12	18	43	18	43	1	2	-	-	3.6	0.72

	alternatives are developed to deal with issues and determine which alternative will succeed												
2RU	I feel confident because college provides logical alternatives.	3	7	16	38	19	45	4	10	-	-	3.4	0.77
3RU	There is accurate assessment of the alternatives effectiveness because there are many known areas.	1	2	12	29	25	60	3	7	1	2	3.2	0.81
4RU	When faced with turbulent conditions, we can define a better strategy.	3	7	21	50	16	38	2	5	-	-	3.6	0.7
5RU	It is easy to determine which alternative would be best to respond to change.	2	5	19	45	19	45	2	5	-	-	3.5	0.67
	Mean											3.4	0.56
	Overall mean											3.5	0.43

Table 6: Frequency for Bordia & et al Uncertainty model

	Strategic uncertainty	Strongly agree		agree		Somewhat agree		disagree		Strongly disagree		M	SD
		N	%	N	%	N	%	N	%	N	%		
1StrU	About the department's ability to meet the needs of the future labor market?	7	17	16	38	16	38	3	7	-	-	3.6	0.85
2StrU	About the future direction in which college is heading?	6	14	13	31	18	42	5	12	-	-	3.5	0.89
3StrU	About the external environment faced by the department.	5	12	10	24	22	52	5	12	-	-	3.6	0.85
4StrU	About the overall vision / mission of the college?	6	14	17	41	18	42	1	2	-	-	3.7	0.75
	Mean											3.5	0.71
	Structural uncertainty												
1STc	About opening and closing studies within the department?	6	14	18	43	18	43	-	-	-	-	3.7	0.71
2STc	About chin of orders within the college.	5	11	20	48	15	36	2	5	-	-	3.7	0.75
3STc	About the different roles and functions of work in the department.	7	17	17	41	17	41	1	2	-	-	3.7	.077
4STc	About the department contribution in the vision and mission of the College	7	17	19	45	15	36	1	2	-	-	3.8	0.76
												3.7	0.65
	Job related uncertainty												
1JU	About the need to learn new skills?	9	21	18	43	14	33	1	2	-	-	3.8	0.79
2JU	About the changing roles and jobs.	7	17	19	45	15	36	1	2	-	-	3.8	0.76
3JU	About your future site in the department?	7	17	16	38	18	43	1	2	-	-	3.7	0.78
4JU	About the progress you can make in college.	8	19	20	48	13	31	1	2	-	-	3.8	0.76
	Mean											3.8	0.68
	Overall mean											3.7	0.75

7. Results

7.1Correlations of variables

The strategic conversation has significant relationship with Milliken model for each of (stat and effect) uncertainty as shown in table (7), but the response did not have significant relationship, that mean the strategic conversation of scientific committees limited to understanding the interaction relationship between the department and environment, but did not have the ability to take the strategic movement to adopt with the environment.

The strategic conversation has significant relationship with Bordia & et al. model for each of (strategic, structural, and job) uncertainty as shown in table (7), but the question did this relation will appear when study the effect of strategic conversation to this model, because the idea of research assumes: understanding the uncertainty under Milliken model will contribute to increasing certainty under Bordia & et al model. Therefore the question is when the strategic conversation did not have relationship with response will be reflected on Bordia & et al model. Through regression analysis we can answer this question. Strategic conversation was expressed by the symbol (S.C), and active leadership and engagement in conversations by the symbol (A.C) and Awareness of individual communication tendencies by the symbol (C.T).

Table 7: Spearmen Correlations of variables

V	Milliken model			Bordia & et al model		
	State	Effect	Response	Strategic	Structural	job
S.C	0.32*	0.41**	0.13	0.31*	0.51**	0.48**
A.C	0.24	0.43**	0.20	o.35*	0.47**	0.49**
C.T	0.31*	o.35*	0.04	0.21	0.41**	0.38*

** Correlation is significant at the 0.01 level
* Correlation is significant at the 0.05 level

7.2 The regression of variables

The regression will be analyzed at the aggregate level and sub-dimensions level. In order to understand the impact of strategic conversation on the uncertainty, the table (8) has shown the result as aggregate level. .

The strategic conversation has significant effect on Milliken model of uncertainty, where strategic conversation contributes to interpretation (4)% from uncertainty, and if there is no strategic conversation the uncertainty will not be less than (2.33), and if strategic conversation increasing by one unity the certainty will increasing to (27) %. There is no significant effect to the strategic conversation on Bordia & et al model of uncertainty as shown in table (8).

The Milliken model of uncertainty has significant effect on Bordia & et al. model of uncertainty, where The Milliken model contributes to interpretation (21)% from Bordia model of uncertainty, and if there is no The Milliken model the uncertainty will not be less than (1.75), and if The Milliken model increasing by one unity the certainty will increasing to (60) %, this result supports the idea of a research model.

7.3 Sub-dimensions level

The strategic conversation has significant effect on (state and effect) uncertainty as shown in table (8), where strategic conversation contributes to the interpretation (9)% from state uncertainty and (13)% from effect uncertainty, and if there is no strategic conversation the stat uncertainty will be not lower than (2) and for effect will be not lower than (1.79), and if strategic conversation increasing by one unity the state certainty will increasing to (39)% and the effect certainty will increasing to (41)%. And there is no significant effect to the strategic conversation on response uncertainty as shown in table (9).

Although there is a significant regression value between the strategic conversation and (strategic, structural, job), and its contribution to the interpretation (13)% to (25)% from uncertainty, And the existence of (β) values with significant effect, but the constant (α) did not show any significant effect as shown in table (10). Therefore we conclude that strategic conversation will not contribute to increasing the certainty of (strategic, structural, job). Because the strategic initiatives based on strategic conversation was limited. Therefore, the scientific committees believe that they are still surprised, and that their role is limited in issues through which it cannot achieve the appropriate reaction.

8. Conclusions

There was a positive correlation between strategic conversation and uncertainty, which indicates the possibility of reducing uncertainty by depending on the development of strategic conversation. In order to identify the nature of this relationship, a regression analysis was used to identify the impact of strategic conversation on uncertainty. The researcher found that the effect of the strategic conversation on the dimensions of the uncertainty in terms of the Milliken Model (state and effect), and in terms of (strategic, structural and job) Bordia & et al model of uncertainty, the value of regression was significant, but the value of the (α) coefficient is not significant, therefore rejected the assumptions of this model.

With respect to the response dimension in the Milliken Model, there is no significant relationship or significant effect. Strategic conversation does not contribute to response. In other words, the conversation focuses on the environmental analysis away from analysis the alternatives to determine any alternative will be better in future circumstances. Therefore the lack of response happening when the strategic conversation did not orientated to strategic initiatives. And we think if the strategic initiatives move away from fizzy to certainty, the (strategic, structural and job) Bordia & et al model of uncertainty become significant.

Table 8: Regression of variables (aggregate level)

independent	Unstandardized Coefficients		t	Sig.	R Square	F	Sig.	dependent	result
Strategic conversation	A	2.33	4.0	0.01	0.09	4.39	0.04	Milliken (Uncertainty)	Accept H1
	B	0.27	2.1	.04					
	A	1.01	1.5	0.14	0.28	15.8	0.01	Bordia & et al (Uncertainty)	Reject H2
	B	0.63	3.9	0.01					
Milliken Uncertainty	A	1.57	2.4	0.02	0.21	10.5	0.01	Bordia & et al (Uncertainty)	Accept H3
	B	0.60	3.2	0.01					

Table 9: Regression of variables (state, effect, response)

independent	Unstandardized Coefficients		t	Sig.	R Square	F	Sig.	Dep.	Hypotheses result
Strategic conversation	α	2.0	2.8	0.01	0.09	5.42	0.03	state	Accept
	β	0.39	2.3	0.02					
	α	1.79	2.6	0.01	0.13	6.16	0.02	effect	Accept
	β	0.41	2.5	0.02					
	α	2.86	3.7	.001	0.02	0.63	0.43	response	Reject
	β	0.14	0.7	0.4					

Table 10: Regression of variables (strategic, structural, job)

independent	Unstandardized Coefficients		t	Sig.	R Square	F	Sig.	Dep.	Hypotheses result
Strategic conversation	α	1.31	1.4	0.16	0.13	5.98	0.02	strategic	Reject
	β	0.52	2.4	0.02					
	α	0.89	1.1	0.26	0.25	13.2	0.01	structural	Reject
	β	0.66	3.6	0.01					
	α	0.83	1.0	0.31	0.25	13.2	0.01	job	Reject
	β	0.69	3.6	0.01					

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