

HO CHI MINH NATIONAL ACADEMY OF POLITICS

TRAN THIEN TU

**ENHANCING THE STRATEGIC THINKING
CAPACITY OF KEY PROVINCIAL PERSONNEL
IN THE NORTH CENTRAL REGION
OF VIETNAM**

SUMMARY OF THE DOCTORAL THESIS

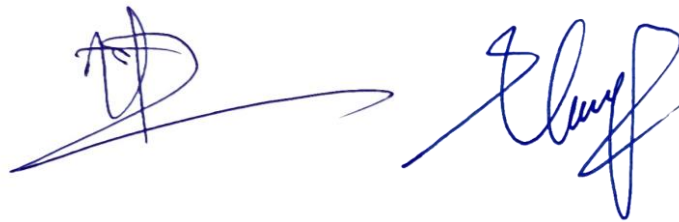
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INTRODUCTION

1. The necessity of the research topic

Key provincial personnel are individuals who hold the highest leadership and managerial positions within a province's political system. They are the decision-makers on major local issues, thereby directly influencing the socio-economic life of the people. As such, building and developing a strong team of key provincial personnel has always been one of the central tasks of the Communist Party and the State.

Fully recognizing the position and role of key personnel at all levels, especially at the provincial level, over the past years, the Party, the State, and local Party committees and authorities across the country, including those in the North Central region, have consistently focused on the planning, training, professional development, and capacity-building for this group. These efforts aim to enhance both their political and professional qualities, as well as their leadership and managerial capabilities, with particular emphasis on strategic thinking capacity. As a result, the team of key provincial personnel in the North Central region has generally acquired strategic thinking ability and applied it relatively effectively in leadership, management, and local governance. However, alongside these achievements, a portion of key provincial personnel in the North Central region still demonstrate certain limitations in strategic thinking capacity. In leadership and direction, some lack decisiveness, fail to stay closely connected to the grassroots level, and do not adequately monitor subordinate activities in order to make sound decisions in specific fields. In some cases, due to a lack of courage and strategic thinking competence, certain individuals hesitate to make decisions within their scope of authority, fearing mistakes and accountability during implementation. The fundamental causes of the aforementioned limitations stem from inadequate personnel work in certain localities, leading to inappropriate placement and assignment of key provincial personnel; insufficient and inconsistent attention has been paid to their training and professional development. Some mechanisms and policies have not been effectively implemented in practice, failing to promptly motivate, encourage, and protect officials who embody the spirit of the "7 dares" in the performance of their duties. Additionally, a portion of key provincial personnel lacks self-awareness and initiative in

cultivating and improving their strategic thinking capacity, and still maintains a short-term, term-based mindset.

At present, the regional and global situation is undergoing rapid, complex, and unpredictable changes. Domestically, the country is facing many opportunities and challenges in the process of development and international integration. This reality demands an urgent improvement in the strategic thinking capacity of key provincial personnel, those who play a vital role in developing and implementing important local policies. Therefore, enhancing the strategic thinking capacity of key provincial personnel, both nationwide and particularly in the North Central region, is not only an urgent requirement but also a decisive factor in ensuring the sustainable development and prosperity of the country and its localities.

Given this context, focusing research on the issue of strategic thinking capacity and proposing solutions to improve it among key personnel, especially those in the North Central provinces, holds great significance. It contributes to enhancing leadership and management effectiveness, and to promoting the country's socio-economic development. For that reason, the author has selected the topic "*Enhancing the strategic thinking capacity of key provincial personnel in the North Central Region of Vietnam*" as the subject of their doctoral dissertation in Dialectical and Historical Materialism.

2. Research objectives and tasks

2.1. Research objectives

Based on an analysis of theoretical foundations and the current state of strategic thinking capacity among key provincial personnel in the North Central region of Vietnam, this thesis aims to propose several key solutions to enhance their strategic thinking capacity, thereby contributing to the fulfillment of socio-economic development goals in both the region and the country as a whole.

2.2. Research tasks

- To provide an overview of notable scientific works related to the topic of the thesis.

- To analyze and clarify theoretical issues concerning strategic thinking capacity, the significance of strategic thinking for leadership and management personnel, the nature and characteristics of strategic thinking among key provincial personnel in the North Central region, as well as the essence, methods, and influencing factors in enhancing strategic thinking capacity for this group.

- To analyze and clarify the current state and underlying causes of the strategic thinking capacity among key provincial personnel in the North Central region of Vietnam.

- To propose key solutions to improve the strategic thinking capacity of key provincial personnel in the North Central region of Vietnam in the coming period.

3. Research subject and research scope

3.1. Research subjects

This thesis focuses on enhancing the strategic thinking capacity of key provincial personnel.

3.2. Research scopes

- Geographical scope: The North Central region of Vietnam, including six provinces and cities: Thanh Hoa, Nghe An, Ha Tinh, Quang Binh, Quang Tri, and Hue City.

- Temporal scope: The study covers the period from 2015—when the North Central provinces held their provincial Party congresses in preparation for the 12th National Congress of the Communist Party of Vietnam—up to the present, and proposes solutions for implementation through 2030.

- Content scope: The thesis concentrates on studying and proposing solutions to enhance the strategic thinking capacity of key provincial personnel.

4. Theoretical basis and research methods

4.1. Theoretical basis

This thesis is grounded in the theoretical framework of Marxism–Leninism, Ho Chi Minh’s thought, and the viewpoints, guidelines, and policies of the Communist Party of Vietnam regarding thinking, strategic thinking capacity, and the development of key personnel at all levels, including key provincial personnel.

4.3. Research methodology

- **Methodological approach:** The thesis is based on the methodological foundations of dialectical materialism and historical materialism.

- **Specific methods:** A combination of historical and logical methods, inductive and deductive reasoning, analysis and synthesis, the system-structural method, as well as methods of comparison and evaluation.

5. Novel scientific contributions of the thesis

- The thesis provides a conceptual analysis of strategic thinking capacity at a general theoretical level and evaluates this capacity among key provincial personnel in the North Central region. This serves as a foundational basis for further research on strategic thinking capacity among leadership personnel across various sectors, levels, and fields.

- The thesis proposes key solutions aimed at enhancing the strategic thinking capacity of the current contingent of key provincial personnel, thereby contributing to the requirements of national renovation and international integration.

6. Scientific and practical significance of the thesis

This thesis contributes to clarifying the theory of strategic thinking capacity and evaluating the current state of this capacity among key personnel in general, and key provincial personnel in particular.

The thesis can serve as a reference material for research, training, and capacity-building for staff at party schools, political schools, universities, academies, and research institutes.

The research findings presented in this thesis may also be used as reference material for evaluating and utilizing personnel, as well as for leadership and management work within Party committees and government agencies at both central and provincial levels.

7. Structure of the thesis

In accordance with the purposes and tasks mentioned above, in addition to the introduction and conclusion, a list of scientific works of doctoral students related to the thesis, a list of references and appendices, and the thesis has a structure of 4 chapters and 13 periods.

Chapter 1

OVERVIEW OF EXISTING RESEARCH

1.1. STUDIES RELATED TO THE THEORY OF STRATEGIC THINKING AND STRATEGIC THINKING CAPACITY

This thesis provides an overview of both domestic and international research works related to the theoretical foundations of strategic thinking and strategic thinking capacity. These works include scientific research projects, monographs, reference books, doctoral dissertations, and scientific articles relevant to the topic of the thesis, all of which have made significant academic contributions.

1.2. STUDIES RELATED TO THE CURRENT STATE OF STRATEGIC THINKING CAPACITY AMONG LEADERSHIP AND MANAGERIAL PERSONNEL

The thesis reviews domestic research works concerning the current state of strategic thinking capacity among leadership and managerial personnel in Vietnam. These works - comprising scientific research projects, monographs, reference books, doctoral dissertations, and scientific articles - are closely related to the topic of the thesis and offer valuable academic insights.

1.3. STUDIES RELATED TO SOLUTIONS FOR ENHANCING THE STRATEGIC THINKING CAPACITY OF KEY LEADERSHIP PERSONNEL

The thesis surveys both domestic and international research works that focus on solutions to improve the strategic thinking capacity of key leadership personnel in Vietnam. These include scientific research projects, monographs, reference materials, doctoral dissertations, and academic articles that are relevant to the topic and contribute meaningfully to the existing body of knowledge.

1.4. VALUE OF THE REVIEWED STUDIES AND THE RESEARCH ORIENTATION OF THE THESIS

1.4.1. Value of the reviewed studies

Based on the reviewed articles, works, and documents related to the content of this thesis, several notable points can be drawn:

First, the theoretical foundation of strategic thinking and strategic thinking capacity

In terms of research on strategic thinking, most of the international documents accessed by the thesis author are works intended for business purposes and general management guidance. Therefore, they predominantly focus on instructing readers to analyze practical situations based on their own circumstances and those of their organizations in order to formulate effective business or management strategies. Concepts closely related to the thesis, such as "strategic thinking" and "strategic thinking models," have been mentioned; however, due to the differing objectives and approaches of these authors compared to this thesis, these materials primarily serve as references that open up broader and more diverse perspectives on strategic thinking.

Regarding domestic literature, the concept of strategic thinking has been clarified in numerous studies. Fundamentally, the approaches are relatively close to that of this thesis, making these sources valuable and essential for the author to inherit and further develop.

Many domestic studies, including journal articles, conference proceedings, and several books, have defined the concept of strategic thinking and discussed its characteristics and manifestations. It can be observed that the concept of strategic thinking is often tied to specific stages or fields, especially in management and business, and few studies provide a comprehensive and all-encompassing definition. Most sectors and fields have already defined their own development strategies. To ensure sustainable development, in addition to specific action plans, they have also recognized the importance of leadership thinking - particularly strategic thinking - and thus have articulated strategic thinking frameworks specific to their respective sectors to guide future development. Strategic planning and strategic thinking can be found across a range of fields such as education, culture, economics, and defense, over timeframes of five, ten, or twenty years, and at different scopes and scales. These variations have led to diverse understandings and interpretations of strategic thinking and strategic thinking capacity. Therefore, it is essential to adopt a holistic approach to establish a unified theoretical foundation. From this common basis, it becomes possible

to adapt to specific circumstances and localities in order to propose suitable solutions and policies aimed at developing and enhancing the strategic thinking capacity of key personnel in those areas. This is a matter that warrants further research and clarification.

In research on strategic thinking and strategic thinking capacity, the target subjects discussed are usually general leadership and management officials, or more specifically, leaders of enterprises and business units. Strategic thinking is a crucial capacity for everyone, especially for those in leadership and management positions. These individuals require foresight and predictive abilities. Thus, when referring to strategic thinking, it primarily concerns the thinking of leaders and top decision-makers. Although the approaches of various scholars may differ, the majority agree that strategic thinking is an indispensable element in both human cognition and practical activity in general, and it is particularly vital for those in leadership and management roles. As heads of local administrations or sectors, these individuals play a key role in implementing tasks within their domains. The existence and development of an organization or locality are significantly influenced by the leadership, management, and policies established by these leaders. Therefore, the requirements placed upon them, both in terms of general capacity and especially in strategic thinking capacity, must be higher and more pronounced than those of others.

Second, the current state of strategic thinking capacity among officials

Amid growing demands to improve the overall capacity of public officials, a number of studies have begun to delve into the concept of strategic thinking, the level of strategic thinking, and the strategic thinking capacity of leadership and management personnel. However, assessments and evaluations of the characteristics and current state of thinking in general - and strategic thinking in particular - among leadership figures, both across sectors and in specific fields, have not yet been comprehensively addressed.

Due to certain limitations in access, the author of this thesis has identified several gaps in the existing literature:

The concept of key provincial personnel has not been thoroughly or clearly articulated. While the term “key officials” has appeared in some studies, particularly those referring to key officials at the commune or district levels - there is, to the best of the author’s knowledge, no existing research that explicitly defines who key provincial officials are, or what positions and titles they hold within local governments. Clearly defining the concept of key provincial personnel is crucial for determining their roles and responsibilities, as well as identifying their unique characteristics in comparison with other groups. Only with such clarity can the specific requirements for strategic thinking capacity in the performance of their duties be fully understood.

The theoretical framework related to the strategic thinking and strategic thinking capacity of key provincial personnel remains underexplored and insufficiently developed. In most research involving leadership and management officials, scholars tend to focus on theoretical thinking or reasoning abilities, while others examine experiential thinking, short-term or term-based thinking, and so on. However, studies on strategic thinking and strategic thinking capacity do not often consider key provincial officials as a subject group. This represents a significant gap in the literature that needs to be addressed.

While there are a number of studies focusing on the North Central region of Vietnam, some even addressing key commune-level officials in the region, the author has not encountered any research specifically dealing with key provincial officials in this area. Consequently, there are no studies that explore or assess the strategic thinking capacity of key provincial officials in the North Central region.

The scope of research in this area should also consider the living environment, including natural, economic, cultural, and social conditions, and how these factors influence the mindset, attitudes, lifestyle, and working styles of local people. Therefore, studies addressing the North Central region would provide valuable references for the thesis author to inherit, expand upon, and enrich the current research. Unfortunately, no such studies have been found to date, which highlights another important issue that this thesis aims to explore and clarify.

Most of the existing studies on the strategic thinking capacity of leadership and management personnel have been published within the past five to ten years. As such, these works remain timely, relevant, and continue to offer significant academic value both now and in the future.

Third, proposed solutions for enhancing the strategic thinking capacity of leadership personnel

With regard to proposed solutions, based on empirical investigations and analyses of the current characteristics of leadership officials in Vietnam, many studies have put forward recommendations aimed at improving their thinking capacity to meet the demands of their leadership roles. Each scholarly work focusing on the thinking capacity or strategic thinking capacity of leadership personnel offers significant value, providing essential guidance for leaders in their efforts to cultivate, acquire, and refine the intellectual competencies required to effectively lead and direct the comprehensive development of the country in accordance with the socialist orientation.

However, since this dissertation focuses specifically on “the strategic thinking capacity of key provincial personnel in the North Central region of Vietnam”, the proposed solutions in existing studies may not be entirely aligned with or suitable for the target group and the scope of this research. Nevertheless, these studies still represent valuable resources that the author can consult, inherit, and build upon to enrich and strengthen the dissertation’s findings.

In summary, the reviewed literature includes timely and relevant studies that offer considerable scientific and practical value. A number of these works share similar subjects and content with this dissertation, making them important reference materials that the author can draw upon to enhance the depth, quality, and comprehensiveness of the research.

1.4.2. Research orientation of the dissertation

Globally, strategic thinking and the strategic thinking capacity of leaders have been studied by numerous scholars and organizations from various perspectives, primarily focusing on three major areas: studies on the nature and role of strategic thinking, studies on the strategic thinking capacity of leaders, and studies on methods

for developing strategic thinking. In general, international research has affirmed the crucial role of strategic thinking in leadership and proposed various models and methods for enhancing strategic thinking capacity. However, these studies mainly concentrate on the corporate sector or public administration in developed countries and have yet to thoroughly examine the strategic thinking capacity of officials within Vietnam's political system.

In Vietnam, strategic thinking and the strategic thinking capacity of officials, especially key provincial personnel, have been addressed in some research works. Nonetheless, the number of such studies remains limited, and there is a lack of in-depth and systematic research on this issue. In general, existing Vietnamese studies focus primarily on general theories of management and leadership, or on strategic thinking capacity at the macro level, with few studies specifically targeting key provincial personnel, particularly in the North Central region.

Based on the review of domestic and international literature, the following points can be drawn:

- International studies have developed a rich theoretical framework on strategic thinking and strategic thinking capacity. However, they are mainly applied to the business sector or leadership in Western contexts, and are not closely aligned with the characteristics of Vietnam's political system.

- In Vietnam, while some studies have acknowledged the role of strategic thinking in leadership, there is a lack of in-depth analysis assessing the current state and proposing systematic solutions for enhancing the strategic thinking capacity of key provincial officials.

- Notably, there is a significant gap in specialized research on the strategic thinking capacity of key provincial leaders in the North Central region, particularly in the context of international integration and current economic and political fluctuations.

Therefore, the dissertation entitled **“Enhancing the strategic thinking capacity of key provincial personnel in the North Central Region of Vietnam”** aims to fill this research gap by:

1. Clarifying the theoretical foundations of strategic thinking and strategic thinking capacity in leadership and public administration;
2. Assessing the current state of strategic thinking capacity among key provincial personnel in the North Central region;
3. Proposing specific solutions to enhance the strategic thinking capacity of this group, thereby contributing to improved leadership and governance effectiveness and promoting sustainable local development.

Chapter 2

ENHANCING THE STRATEGIC THINKING CAPACITY OF KEY PROVINCIAL PERSONNEL IN THE NORTH CENTRAL REGION OF VIETNAM - SOME THEORETICAL ISSUES

2.1. STRATEGIC THINKING CAPACITY

2.1.1. Capacity

Capacity is understood as the ability or potential of a certain subject in perception and practical activities, ensuring that these activities are carried out effectively. Capacity encompasses a set of psychological and physiological traits that align with the specific requirements of a particular activity. Therefore, it enables the subject to complete the activity effectively. Capacity is the factor that allows individuals to perform better than others in certain tasks.

2.1.2. Strategic Thinking

Strategic thinking is a form of macro-level, holistic thinking, which is comprehensive in nature. It is the process of recognizing, analyzing, and setting long-term directions to make important decisions that help an organization or individual achieve its goals in a fluctuating environment. This is a vital capacity for leaders and managers, enabling them to predict trends, identify opportunities and challenges, and develop effective strategies.

As a high-level form of thinking, “Strategic thinking reflects the essence, laws, and trends of objective reality, showing the ability to perceive deeply, to have a broad and long-term vision, and to be creative. From this, one can make forecasts and set correct directions to achieve strategic goals in both cognitive and practical activities, in accordance with the laws of objective development”.

Strategic thinking possesses the following characteristics:

- Long-term thinking
- Broad thinking
- Deep thinking
- Systematic thinking
- Flexible and creative thinking

2.1.3. Strategic Thinking Capacity

Concept

From the analysis of the above concepts, it can be seen that strategic thinking capacity is a form of general, high-level capacity of humans. It is a type of cognitive capacity that includes both the level of strategic thinking and the skills and abilities to apply that level in practice through behaviors and attitudes. Therefore, from the perspective of the subject being examined, strategic thinking capacity is a combination of inherent thinking attributes of the subject that creates the ability to reflect the nature, laws, and trends of objective reality. It demonstrates the ability to deeply understand, possess long-term vision, flexibility, and creativity. From this, one can make accurate forecasts and set correct directions to achieve strategic goals in both cognitive activities and practical actions, in accordance with the laws of objective development.

Manifestations

- The ability to accurately reflect the nature, laws, and trends of objective reality.
- The ability to deeply understand, possess a long-term vision, flexibility, and creativity.
- The ability to make accurate forecasts and set correct directions.

2.2. Strategic thinking capacity of key provincial personnel in the North Central Region of Vietnam

2.2.1. Key provincial personnel in the North Central Region

Directive No. 35-CT/TW dated May 30, 2019, issued by the 12th Central Committee of the Communist Party of Vietnam regarding the Party Congresses at all levels leading up to the 13th National Congress of the Party, provides a more detailed description. When referring to the key personnel conference at provincial and city Party committees, the directive identifies the following positions: “members of the Party Executive Committee; chairpersons and vice chairpersons of the People's Council and the People's Committee at the provincial level; heads of provincial departments, sectors, branches, and mass organizations; secretaries of subordinate Party organizations; chairpersons of People's Councils and People's Committees of districts, towns, urban districts, and cities under the province.” Based on the positions identified

above, key provincial personnel in the North Central region are those holding key provincial roles in the six provinces and cities of the North Central region, which include Thanh Hoa, Nghe An, Ha Tinh, Quang Binh, Quang Tri, and the city of Hue. The natural, economic, and social characteristics of this region have shaped the structure of its key provincial personnel, which possesses distinct features compared to other regions.

2.2.2. Strategic thinking capacity of key provincial personnel in the North Central Region – Concept, characteristics, and importance

Concept

The strategic thinking capacity of key provincial personnel in the North Central region refers to the combination of distinctive thinking attributes within this group that enables them to reflect the essence, laws, and trends of objective reality. It demonstrates their ability to understand deeply, have a far-reaching vision, be flexible, and creative. Consequently, it allows them to make accurate predictions, provide appropriate directions, and make leadership and management decisions that drive economic and social development, achieving the strategic goals of their respective provinces, units, or fields of responsibility. This is in line with the objective laws of development and the country's developmental requirements in the new context.

Characteristics

- The ability to accurately reflect the essence, laws, and trends of objective reality.
- The ability to deeply understand, foresee long-term developments, and show flexibility and creativity.
- As leaders and managers, the strategic thinking capacity of key provincial personnel in the North Central region is also demonstrated in their deep understanding of the vision and policies from higher-level leadership.
- The ability to make accurate predictions and directions through the formulation of leadership and management decisions.

Importance

- For awareness

- For practical activities

2.3. ENHANCING THE STRATEGIC THINKING CAPACITY OF KEY PROVINCIAL PERSONNEL IN THE NORTH CENTRAL REGION OF VIETNAM

2.3.1. The essence of enhancing the strategic thinking capacity of key provincial personnel

Enhancing strategic thinking capacity is the process of improving the cognitive abilities of individuals, making their strategic thinking increasingly advanced and refined, thus better meeting the practical requirements set forth by reality.

In essence, enhancing strategic thinking capacity involves:

First, improving the reflective capacity of thinking.

Second, enhancing the far-reaching vision of thinking.

Third, increasing the flexibility and creativity of thinking.

Fourth, improving the ability to forecast and orient the movement of reality.

Fifth, enhancing the quality of leadership and management decision-making.

2.3.2. Methods for enhancing the strategic thinking capacity of key provincial personnel

The dissertation identifies four methods for enhancing the strategic thinking capacity of key provincial personnel, which include:

- Providing training in strategic thinking knowledge and skills.
- Strengthening practical experience and hands-on exposure.
- Guiding personal and organizational strategic orientation.
- Improving the work environment and supporting mechanisms and policies.

2.3.3. Factors affecting the enhancement of strategic thinking capacity of key provincial personnel in the North Central Region

The dissertation highlights four important factors that influence the enhancement of the strategic thinking capacity of key provincial personnel, including:

- Natural conditions and the socio-economic situation of the localities.
- Regional cultural traditions.
- The policies and guidelines of the Party and State.

- The subjective factors of the key personnel themselves.

Chapter 3

THE STRATEGIC THINKING CAPACITY OF KEY PROVINCIAL PERSONNEL IN THE NORTH CENTRAL REGION OF VIETNAM TODAY – THE CURRENT SITUATION AND CAUSES

3.1. THE CURRENT SITUATION OF STRATEGIC THINKING CAPACITY OF KEY PROVINCIAL PERSONNEL IN THE NORTH CENTRAL REGION OF VIETNAM

3.1.1. Strengths of strategic thinking capacity

The dissertation highlights four basic strengths regarding the strategic thinking capacity of key provincial personnel in the North Central Region, including:

3.1.1.1. The majority of key provincial personnel in the North Central Region have the ability to reflect the essence and trends of practical reality

This capacity is demonstrated by the ability of key provincial personnel in the North Central Region to recognize the conditions, circumstances, and capabilities of their locality in order to propose long-term development directions, which are then broken down into key orientations for each period based on the characteristics of the province.

3.1.1.2. Most key provincial personnel in the North Central Region have the ability to perceive correctly, with far-reaching vision, flexibility, and creativity

This capacity is shown through the creative, flexible, and adaptable thinking of key provincial personnel, who are able to forecast situations and respond promptly when changes occur in both the national and local contexts.

3.1.1.3. Many key provincial personnel in the North Central Region have the ability to make forecasts, set directions, and issue important decisions that contribute to the development of organizations, agencies, and units

This capacity is demonstrated by the ability of key provincial personnel to develop key programs, projects, and priority areas based on the established general direction, aligning with the overall development trends of the region and the country.

3.1.1.4. Key provincial personnel in the North Central Region somewhat possess the capacity to understand the vision in the perspectives, policies, and directions of superiors

This capacity is shown by the ability of key provincial personnel to understand the objective laws of the Vietnamese revolution, the policies, guidelines, laws, and regulations of the Party and State.

3.1.2. Limitations in strategic thinking capacity

In addition to the strengths, the dissertation points out five fundamental limitations in the strategic thinking capacity of key provincial personnel in the North Central Region, including:

3.1.2.1. A portion of key provincial personnel still lack long-term vision when developing local development strategies and have not yet devised medium- and long-term plans to organize and effectively mobilize the region's resources.

3.1.2.2. A portion of key provincial personnel is still influenced by metaphysical thinking, showing confusion in their work or in handling relationships in response to real-world developments.

3.1.2.3. A portion of key provincial personnel has limited forecasting ability and the capacity to identify trends in the movement and development of phenomena; they only focus on surface-level observations without delving into the underlying causes and essence.

3.1.2.4. A portion of key provincial personnel has failed to build a strategic vision for their locality, showing signs of empiricism, voluntarism, a lack of practicality, and the tendency to rely on empty slogans; their ability to formulate development policies for the economy and society is still weak.

3.1.2.5. The mindset of working within a single-term framework persists in the thinking and actions of some key provincial personnel.

3.2. CAUSES OF THE CURRENT SITUATION OF STRATEGIC THINKING CAPACITY OF KEY PROVINCIAL PERSONNEL IN THE NORTH CENTRAL REGION OF VIETNAM

3.2.1. Causes of strengths in strategic thinking capacity

Looking at the results achieved by key provincial personnel in the North Central Region during their implementation of official duties over time, it is evident that the strategic thinking capacity of this team has reached a certain level. Several factors, both objective and subjective, contribute to this capacity.

3.2.1.1. Arising from the practical requirements.

3.2.1.2. The Party and State's proper attention to personnel work.

3.2.1.3. In the training and fostering of personnel: Specialized training institutions and political theory schools have performed their functions well.

3.2.1.4. Subjective factors: Many key provincial personnel have a strong sense of self-learning, self-discipline, and actively improving their own capacity.

3.2.2. Causes of limitations in strategic thinking capacity

There are various reasons leading to the limitations in the capacity of key provincial personnel in the North Central Region in general, and strategic thinking capacity in particular. These causes may stem from external factors as well as from the subjects themselves.

3.2.2.1. Causes related to the economic, social, and cultural conditions of the North Central Region

- The negative impacts of natural conditions, traditions, and regional culture.
- Changes in the economic and social reality, and the negative impacts of the market economy.

3.2.2.2. Causes from inappropriate mechanisms and policies

3.2.2.3. Causes from limitations in personnel training and development work

3.2.2.4. Causes related to subjective factors of key provincial personnel

- Weaknesses in the ethics and political will of some key provincial personnel.
- A low sense of striving in their work, passivity, dependency, and reliance among certain key provincial personnel.
- Insufficient self-discipline and learning awareness among some key provincial personnel.

Chapter 4

SOLUTIONS TO ENHANCE THE STRATEGIC THINKING CAPACITY OF KEY PROVINCIAL PERSONNEL IN THE NORTH CENTRAL REGION OF VIETNAM IN THE COMING PERIOD

Due to existing limitations in the strategic thinking capacity of key provincial personnel in the North Central Region, as well as the pressing demands arising from practical realities, and based on the content of this dissertation, the author proposes several key solutions aimed at enhancing this capacity to meet the requirements and tasks of the revolutionary cause in the new period.

4.1. RENEWAL OF PERSONNEL WORK IN THE DIRECTION OF PLANNING, SELECTION, TRAINING, AND FOSTERING KEY PROVINCIAL PERSONNEL IN THE NORTH CENTRAL REGION TO MEET THE NEED FOR ENHANCING STRATEGIC THINKING CAPACITY

4.1.1. Renewal of personnel work for key provincial positions to meet the need to enhance strategic thinking capacity

First, the selection, arrangement, and utilization of key provincial personnel must ensure high quality.

Second, implementing rotation and transfer of key provincial personnel across different environments should be prioritized.

Third, the spirit of responsibility from the Party committees and the leaders of agencies, units, and localities must be emphasized when recommending personnel for key provincial leadership positions.

4.1.2. Renewal of the content and training programs based on the dialectical materialist thinking foundation of Marxism-Leninism

- Allocate appropriate program time for Marxist-Leninist theory.
- Ensure the principle of unity between theory and practice.
- Ensure the principle of comprehensiveness, aligned with core and focused policies.

4.1.3. Promote the study and adherence to the thoughts, ethics, and long-term vision of Ho Chi Minh

First, always immerse oneself in practice and engage with the masses.

Second, be proactive, flexible, and adaptable in handling situations.

Third, always maintain clear goals and directions.

4.1.4. Renew methods to enhance strategic thinking capacity in training and development at schools and institutions

Scientific knowledge

Theoretical knowledge

4.2. CREATE A CONDUCTIVE WORKING ENVIRONMENT TO HELP KEY PROVINCIAL PERSONNEL IN THE NORTH CENTRAL REGION ENHANCE THEIR STRATEGIC THINKING CAPACITY

4.2.1. Create suitable mechanisms and policies for key provincial personnel to fully utilize and enhance their strategic thinking capacity.

4.2.2. Create opportunities for key provincial personnel to enhance their strategic thinking capacity through practical activities.

4.2.3. Ensure good physical infrastructure conditions to support the work of key provincial personnel, contributing to the enhancement of strategic thinking capacity.

4.3. PROMOTE THE SUBJECTIVE FACTORS IN THE SELF-IMPROVEMENT OF STRATEGIC THINKING CAPACITY OF KEY PROVINCIAL PERSONNEL IN THE NORTH CENTRAL REGION

4.3.1. Help key provincial personnel recognize their strategic thinking capacity correctly to adjust it in accordance with practical demands.

4.3.2. Enhance the awareness of self-discipline and foster subjective factors among key provincial personnel.

4.4. IMPLEMENT EFFECTIVE CHECKS, MONITORING, EVALUATION, AND CLASSIFICATION OF PERSONNEL QUALITY TO CONTRIBUTE TO ENHANCING STRATEGIC THINKING CAPACITY

- Improve the system of criteria and evaluation procedures.
- Renew methods of checks and monitoring.
- Increase transparency and public accountability.
- Enhance the capacity of teams responsible for checks and monitoring.

- Link evaluation results with personnel usage policies.
- Create development incentives for personnel.

These are the main solutions proposed in this dissertation. They are closely interconnected and will contribute to enhancing the strategic thinking capacity of key provincial personnel in the North Central Region in the coming period. At the same time, clarifying these solutions will help the author accomplish the objectives and research tasks of the dissertation.

CONCLUSION

The strategic thinking capacity of key provincial personnel plays a vital role in orienting, formulating, and implementing sustainable development strategies in the North Central region, an area of strategic importance in terms of economics, politics, society, and national defense. Strategic thinking requires not only a long-term vision and the ability to analyze and forecast evolving circumstances but also demands creativity and flexibility in proposing solutions that align with the specific characteristics of each locality. Theoretically, strategic thinking constitutes a core competency that enables officials not only to address short-term issues but also to formulate long-term policies, ensuring sustainable development amid the current context of integration and globalization.

In recent years, key provincial personnel in the North Central region of Vietnam have demonstrated positive transformations in their strategic thinking. Thanks to domestic and international training and capacity-building programs, many have enhanced their forecasting and analytical abilities, enabling them to propose socio-economic development strategies suitable to the potential of their localities. These personnel have also shown initiative in seizing opportunities presented by central government development policies to accelerate regional growth. Moreover, studying and following the ideology of Ho Chi Minh, particularly his farsighted strategic thinking, has helped improve their leadership and management skills grounded in practical experience.

Nevertheless, there remain significant limitations in the strategic thinking capacity of some key provincial personnel. A number of them still exhibit short-term, reactive thinking, addressing issues only when they arise, without due regard for long-term strategic planning. Fear of risk and responsibility often leads to indecisiveness and a lack of innovation, resulting in suboptimal leadership effectiveness. In addition, weak analytical and forecasting capabilities have hindered the strategic planning process, limiting the full realization of the region's development potential.

These shortcomings stem from various causes, including inadequacies in existing mechanisms, policies, and cumbersome administrative procedures that

constrain the thinking and actions of officials. Cadre planning remains inadequately aligned with practical requirements; in many cases, individuals are included in planning schemes but not appointed, leading to discouragement and a lack of motivation. The current training system remains overly theoretical and insufficiently integrated with practical realities, causing some officials to lack the analytical, forecasting, and strategic planning skills necessary for effective leadership.

To enhance the strategic thinking capacity of key provincial personnel in the North Central region, a comprehensive and synchronized set of measures is essential. First, personnel work must be reformed toward the selection, training, and development of a competent, courageous team capable of meeting contemporary development demands. Training content should be modernized to reflect practical issues, combining theoretical foundations with real-world scenarios, while encouraging critical and creative thinking. At the same time, a favorable working environment should be fostered, along with the development of mechanisms and policies that encourage officials to think boldly, take initiative, and assume responsibility. Furthermore, the processes of inspection, supervision, evaluation, and classification of personnel performance must be conducted rigorously to identify and promote individuals with strong strategic thinking skills, while providing timely support and training to those with identified limitations. If implemented consistently and effectively, these solutions will significantly enhance the strategic thinking capacity of the key provincial personnel in the North Central region, thereby contributing to the region's sustainable development in the coming period.

**LIST OF AUTHORIZED WORKS PUBLISHED
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