Designing A Model for Developing an Organizational Succession Plan Based on Sports Organizations

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Abstract

Purpose: The purpose of this research was to design a model for the development of organizational succession plans based on sports organizations.

Methods: The methodology used in this study is a qualitative methodology and the Grounded Theory method of a systematic approach has been used as the operational method of research. The present study used purposive sampling to select the interviewees (key informed people) and theoretical sampling to distinguish the number of people and find the research path.

Results: In this study, with the aim of collecting the necessary data from the informed people of the field of sports organizations, various interviews were conducted and after conducting 12 in-depth and unstructured interviews, theoretical saturation was obtained, but to ensure more, interviews continued up to 15 people. After conducting the interviews, research-related sentences and concepts were extracted, resulting in 466 primary concepts, 221 secondary concepts and 33 sub-categories.

Conclusion: With numerous reviews and revisions and a deep look at the content and concepts of the data, it can be found that the main category in the succession of sports organizations is meritocracy. Therefore, it can be said that the main phenomenon in this research is meritocracy that all factors and influences move to describe it, and in a sports organization, meritocracy a logical focal category.

Keywords: succession, meritocracy, sports organizations.

Introduction

One of the cases that all organizations pay attention to is the topic of organizational succession (Lambertides, 2009). In the present era, organizational succession planning is an important issue because new ways of working, the shortage of human talents and demographic change have made organizations face serious challenges (Gholipour et al., 2011; Groves, 2011). At this time, environmental dynamics, economic recession, entering to the global village and predicting the retirement of large numbers of human resources in the coming years, increasing the volume of transactions of multinational and borderless organizations have increased these challenges (Slan, 2017; Stadler, 2011). Therefore, today, the development of succession plan is the goal of organizations and the establishment of such a development is at priority (Stadler, 2011). The concept of succession planning has long been entered into the realm of organization and management; in Iran, this issue is gradual and in line with the promotion of strategic planning models and the strategy consultants' presence in the field of organizations, the emergence of the consequences and achievements of succession plans and the mission of the organization, the limitations of specialized forces in the labor market, and the nature and specialization of work has also occurred (Poursadegh et al., 2013). Organizational succession plan is the systematic process to determine vital roles in an organization, identifying and evaluating possible successors, and training them with the appropriate experiences and skills for the current and future roles of that organization (Wilson, 2018).

Organizational succession planning, as a voluntary process to ensure the continuation of leadership in key positions, maintaining and developing spiritual and knowledge capital for the future, and encouraging people to develop, stems from the macro strategy of human resource planning (Helton & Jackson, 2007). In this process, this assurance is provided for organizations to fill any important vacant position in the organization at the proper time with the proper people (Christie, 2005).

One of the challenges that organizations face today is the weakness in recognizing conditions, situations and contexts that lead to the development of organizational succession plans. Approximately 51% of human resource managers do not know well the contexts of developing succession plans and activities related to it, in 68% of cases people are selected without the implementation of these plans, and also there is not enough attention to such plans and how to develop them either (Collings & Mallahi, 2009; Stephens, 2006). However, there are bottlenecks in the development of organizational succession plans, such as in the traditional view, succession is considered merely as a means of recovering a crisis and no role is considered in its preparation and development (Byham & Nelson, 1999), the lack of top management support, non-compliance of the succession plan with the strategic plans of the organization, management instability, redundant administrative formalities, being late return, lack of transparency in the implementation of the design (Ghasemi et al., 2013), managerial challenges, cultural challenges, legal or law challenges, educational challenges, organizational challenges, and so on. The mentioned bottlenecks and many other issues have led today's organizations to seek less developing succession plans (Tabatabai et al., 2014).

The development of the succession system of sports organizations is actually one of the most important orders emphasized in general policies of the Ministry of Sports and Youth,

the law of the Fifth Development Plan and also one of the goals of sports organizations in Iran. By implementing this system, the realization of the goals of strategic sports plans are facilitated, substitution needs in these organizations are identified, strengths and weaknesses and succession preparations are specified, this assurance is given to the mentioned organizations to recruit the competent workforce at the proper time and prepare themselves for future change management. On the other hand, in this process, suitable people for taking important positions in the organization are selected among qualified and talented people, and through various educational and training programs, they are gradually prepared to take these jobs and responsibilities. (Sambrook,2015). According to this introduction, under what conditions providing a model that explains the development of substitution plans in sports organizations created? Based on which mechanisms and interactions does it operate and leads to which consequences and results? These are the objectives of this research:

Research History: Sabokroo (2009) in a study entitled "Power Field Analysis in Succession Planning in National Petrochemical Industries", reported that succession planning depends on facilitator and deterrent factors. Lack of honesty in providing information, lack of trust in each other, and jealousy of colleagues, along with universal factors such as the lack of support from top managers, cost and benefit calculation, and the lack of public motivation among employees, are among deterrent factors to the development of succession plan. Dehghanpour (2011) in a research entitled "Succession Planning Model", by investigating the issue in companies under the Ministry of Defense of the Islamic Republic of Iran showed that in designing the succession solution and management, a person's interest can be in a lower priority,

and in order to create a perception of distributive justice among employees and their satisfaction with the promotion process, it is necessary to compile the procedure and the process of promotion and succession formally. Employees' promotion and their workflow according to a pre-specified plan to create a perception that the job is challenging (lack of job uniformity perception) is not enough for employees, and compliance of this plan with the strategy of the organization and the management of performance appraisal and reward for giving meaning and importance to the job is essential. Bordbar et al. (2012) in a study entitled "Identifying the Components and Patterns of Competent Selection for Optimizing Employees' Succession Model", discovered that education, organizational commitment and positive attitude have role in explaining succession. Ghasemi et al. (2013) in a research entitled "Investigating the Difficulties and Challenges of Establishing A Succession Plan in the Iranian Administrative System", showed that the lack of top management support, non-compliance of the succession plan with the strategic plans of the organization, management instability, redundant administrative formalities, traditional perspective, being late return and the lack of transparency in the implementation of the plan are among the challenges of establishing a succession plan that uses collective wisdom, gaining the support of top management, assigning a specific unit to succession management, and making transparent, and these challenges can be overcome by changing attitudes and creating culture. Rezaei and Nazari (2014) in a research entitled "Substitution and Its Challenges in the Public Sector" reported that most succession plans in the public sector, especially in Iranian organizations for management positions are informal and substitution is not done in the whole body of

government. Also, sometimes the succession plan is only considered when the senior positions of the organization are vacant. Therefore, it is necessary that managers by proper planning look for a suitable model for implementing succession at the level of their organization. Maleki Mahmoudabadi and Shadnoush (2016) in a research entitled "Constructive Factors and Presenting the Model of Successor Organization", realized that the size of the organization, institutional communication, strategic capabilities, dynamic interaction of jobs and environment, network communication, active desire to succession and succession trainer organization are among the constructive factors of succession. Naderi (2017) in a research entitled "The Effect of Performance Appraisal on Succession Management" showed that there is a positive and significant relationship between performance appraisal and succession management and among the performance components, the growth and learning dimension has the highest role in explaining succession management. Al-Sadat Nasabi et al. (2019) in a research entitled "Identifying the Dimensions of Succession and Compiling Components for Selecting Healthcare Network Managers" showed that trainings and management skills, specific trainings and skills, training methods and skills assessment methods are among the dimensions of succession. Naderian (2016) used the Niroo field model in club planning to replace football players. From the interviewees' point of view, three influential components as facilitators of competency tests, club structural support and desire and motivation with sub-scales Such as the high acceptance and motivation of teenagers and young adults to become famous, the attractiveness of joining the senior team, the sense of loyalty to the sports club, earning money and the structural support of this club create valuable opportunities to cultivate succession in football clubs. Ashouri et al.

(2015) designed the pattern of succession cultivation in selected sports federations of Iran. Findings showed that the three factors of strategic capabilities (with standard estimation coefficient equal to 0.87), attention to communication (with standard estimation coefficient equal to 0.54) and dynamic interaction of jobs and environment (with standard estimation coefficient equal to 0.71), had a significant direct effect on the main independent variable of the research, namely succession breeding, and these three factors have also been effective in breeding succession through influencing the factor of active tendency to breed succession (indirect). But the greatest effect on the variable of breeding succession has been the factor of strategic abilities.

Pandey and Sharma (2014) in a research entitled "Experiences and Challenges of Succession Plan: A Study of Indian Organizations" stated that today, succession planning plays a key role in the talent market and the existing competitive space and directly affects organizational growth. They believe that the development of talents is considered a necessity for the development of the organization, and although the methods of succession in various industries may be different from each other, the framework of all of them is the same. Donner et al. (2017) in a research entitled "Succession Planning Management of the Organization: The Department of Radiology" showed that leadership transfer in radiology operations is often not a planned replacement process with the formal development of potential future leaders. However, to ensure their continuous success, measures require the development of comprehensive sequencing plans that include a robust development plan for potential leaders including supervision, coaching, 360-degree feedback, assignments growth, career rotation, and formal training. Anderson (2018) in a research entitled "Feminist Perspective in Succession Planning in the

Health Organization" states that executive succession planning for healthcare executive positions may be an environmental feature that prevents women from reaching leadership positions. Contradictory leadership, in the absence of the current situation, may be beneficial to health organizations. After the succession mentality, women may offer more opportunities for superior positions. Etemadian et al. (2020) in a research entitled "Investigating the Successful Factors of Succession in Hospitals" showed that management and leadership (supporting managers, stability and maturity, and rules and regulations), strategic planning (organizational perspectives and goals, succession planning and evaluation of succession planning), organizational culture (effective mutual trust, communication and organizational transparency), organizational learning (compiling and implementing successful training programs), employees management (job transparency, talent management, employees participation and employees performance evaluation), patients management (investigating patients' satisfaction and paying attention to patients' needs and expectations in sequential planning), resources management (resources commitment, flexible organizational structure, succession planning committee, and knowledge management) and process management (compiling, implementing, and evaluating strong successful planning processes) have role in succession. Tucker (2020) in a study entitled "Succession for University Nurses" showed that in the succession process, it is necessary to pay attention to the skills of current leaders and their talents, and in line with these skills and needs, a coherent program be presented. Martini and Dewi (2020) in a research entitled "The Characteristics of Successors in Succession" reported that the characteristics of successors have a positive and significant

effect on succession planning. LeCounte (2020) in a research entitled "Founder-CEO: Succession for the Success, Growth, and profitability of Family Businesses" showed that the mentioned enterprises seldom plan for succession. However, succession planning is one of the main factors of the success, growth and profitability of these businesses.

Research Questions

1- What are the causal, contextual and intervening conditions that lead to the emergence of succession plan development in sports organizations?

2- In response to the events, what are the reactions and strategies that should be adopted?

3- What are the consequences and results obtained from applying the strategies under the influence of the existing conditions?

Materials and Methods

The methodology used in this study is a qualitative methodology and the grounded theory; a systematic approach has been used as the operational method of the research. Grounded theory is a method created and developed by Glasser and Strauss with the aim of theorizing data based on interpretive-structural foundations (Mohammadpour, 2013). In the present study, purposive sampling was used to select the interviewees (key informed people) and theoretical sampling was used to distinguish the number of individuals and to find the research path. In this study, with the aim of collecting the necessary data from informed people in the field of sports organizations, various interviews were conducted and after conducting 12 in-depth and unstructured interviews, theoretical saturation was obtained, but to ensure more, interviews continued up to 15 people. The interviews were all conducted with individuals of 35

years of age and older who experienced a kind of succession plans and were able to provide a better understanding and interpretation of these plans and the contexts underlying these changes. Experts with experience in sports succession were also invited.

In grounded theory, three coding steps are used to analyze the data, which are open coding, axial coding, and selective coding, respectively. Coding is the process during which the researcher separates, conceptualizes, merges and integrates data. In this process, the basic unit is the "concept". In open coding, which is considered the first step of coding, the data can be coded and conceptualized line by line or as paragraph. In the next step, these concepts are put together and become central categories based on commonalities, similarities or semantic overlap, and finally integrate the main categories into a new category called the core category or the central category that is at a more abstract level than the previous two stages; in this stage, the most important research theme or topic is also selected. This final extracted concept must have analytical power and its semantic inclusion must be to the extent that it can also include other categories in itself. Doing these three steps of coding requires great accuracy because these categories are in the final contextual model around the selective category or the main theme of the theory (Mohammadpour, 2013). In this study, the mentioned steps are also performed in the analysis of qualitative data and at the end, a grounded model has been presented that shows the developments of the organizational succession plan and its underlying factors in sports organizations. It should be mentioned that for reliability and generalizability, the criteria of Lincoln and Guba (1985) were used, which are based on believability, transferability, reliability and verifiability. In the criterion of believability, the strategy of daily observation, taking notes from observations, maintaining communication with respondents; in the criterion of reliability, the strategy of controlling the results by the members throughout the data collection process to confirm the value of the truth or accuracy of the observation based on the researcher's interpretations; in the criterion of verifiability, the strategy of taking notes from all ideas and executive decisions; and finally, in the criterion of transferability, which is similar to the concept of external validity and refers to the applicability of research findings, the strategy of appropriate description were used to provide all the details related to the research process.

Results

After doing the interviews, research-related sentences and concepts were extracted, resulting in 466 primary concepts, 221 secondary concepts and 33 sub-categories. Afterwards, in order to answer the research questions, the results obtained from selective coding are indexed.

Answer to the First Research Question

According to the performed codifications, the development of succession plan in sports organizations is based on providing causal conditions, contextual conditions and intervening conditions. In the following, the sub-categories assigned to each of these conditions are presented separately.

Table (1) Components and categories associated with causal factors

Categories	Components
Talent resources	Creating a talent bank, selecting talented people, creating a database, talent resources, identifying capabilities, identifying talents, identifying human resources capacities, identifying possible external options, identifying the best management and leadership options of the organization, identifying qualified individuals, talent resources , Talent Resources, Talent Pool, Identify Capabilities, Identify Employee Management Talents, Identify Eligible People, Talent Pool. Talent repository, talent preparation, selection of outstanding people, internal talent development, talent management, strategic talent development, providing more opportunities for high potential employees, suitable talents, talent discovery, matching and matching between the talents in the organization and the required talent The organization in the future, increase the talent resources consisting of upgradeable employees, identify and prepare successors. Paying attention to talents, identifying talents, seeking talent, forming sources of talent and talents.
Code indicator	PA4, PA5, PA6, PA7, PB1, PB2, PB3, PB4, PB5, PB6, PB7, PB8, PB9, PB10, PC2, PD1, PD2, PF1, PF2, PF3, PG2, PG3, PH1, PH2, PI4, PI5, PI6, PI7, PI8, PI9, PI10, PI11, PI12, PJ1, PJ2, PK2,PM3,PO2,PO3.
Efficient upgrade system	Reasonable and efficient promotion system, competency-appropriate promotion system, performance-enhanced promotion system, performance management system, sense of promotion, being in a better position, promotion goal, appointment to senior positions, promotion capability, promotion capabilities Leadership, promotion programs, discussion of promotion, promotion of managerial positions, acceptance of possible promotions in the future and the existence of opportunities for growth and promotion in the organization.
Code indicator	PA24, PA25, PA26, PA27, PD14, PD15, PF14, PF15, PF16, PG28, PH11, PH12, PH13, PJ8
Human resource management	Existence of human resource management unit, strategic human resource planning, planning and formulating the organization's vision regarding human resource development, formulating strategies and strategies to achieve the vision of human resource development, coherent management system, purposeful and dynamic management system, scoring, Assigning managers, human capital, delegating authority, management subsystem, human resources system, antecedents, creation and design of human resources system, methodical and intelligent human resources system, intelligent human resources unit, human resources, long-term plans, scenarios, Job Analysis, Independent, Equipped and Capable Human Resource Management, Strong Human Resources Unit, Human Resource Management, Recruitment, Human Resource Output, Management Initiatives, Planning System, Organizing, Directing and Supervising, Calculating Organizational Data, Retirement, Expectations Manpower, identifying critical managerial positions, recruiting and recruiting, coping with the effects of downsizing or other staff reduction programs, coping with voluntary leave of absence such as early retirement and employee redemption, etc. Hashing employees to essential employees, deciding to terminate employees' contracts without harming the organization, holding key positions, lack of leadership and adequate control by the human resources team, in-house employment, outsourcing, selection, rescheduling, selection Strategic and operational, creating a comprehensive system in human resource planning, encouraging the development of diverse groups for the organization's future jobs, strategic planning, aligning talent with the organization's strategic goals, setting program goals, correct recruitment, job alignment with strategies Organization.
Code indicator	PA28, PA29, PB21, PB22, PC14, PC15, PC16, PC17, PC18, PC19, PC20, PD18,PD19,PD20 PD21,PD22,PD23,PD24,PD25, PE10, PE11, PF24, PF25, PF26, PG33, PG34,

	PG35, PG36, PG37, PG38, PG39, PG40, PG41, PI34, PI35, PI36,PI37,PI38,PI39,PI40,PI41,PI42,PI43, PI44,PI45 ,PI46, PI47, PI48,PI49,PI50, PI51, PJ9, PN6
Organizational support for individual endeavors	Supportive work environment, supportive culture, support of senior managers, very basic role of managers, support and commitment of higher levels, succession as managers 'authority, role of managers, role of guiding managers, comprehensive support of members of the organization, importance of managers' interest in other people. Leadership Leadership, Belief in Senior Managers, Integrated Support, Leading Success Planning Guidance by CEOs, Senior Managers, Encouraging the Support of Managing Managers, CEO or CEO, Collaborative System, Executive Responsibility, Program Responsibility Business of the organization, public participation of senior executives, participation and support of senior managers, support, commitment and active participation of senior executives from succession breeding, participatory style, supportive role of the manager, supportive role of policies and missions
Code indicator	PA31, PA32,PA33,PA34,PA35,PA36,PC25,PC26,PC27,PC28,PC29,PC30, PC31, PD27, PF27, PF28, PF29, PF30, PG9, PG52, PI14, PI15, PI16, PI17, PJ11, PJ12, PJ13, PK10
Managers' skills	Managers' professionalism, people's perception of their proper position, decision-making skills, designing managers' capabilities model, managers' commitment, collecting and updating the list of manpower skills for each of the heads of sports organizations, providing the possibility of growth and development, morale Continuous learning, expertise, appropriate skills
Code indicator	PA45, PA46,PA47,PA48,PA49,PA50, PB31,PG68,PG69,PG70,PG71,PG72

Causal Conditions: They are a set of events and occurrences that create situations, problems and issues related to a phenomenon and to a certain extent explain how and why individuals and groups respond to those conditions. Conditions can arise from time, place, culture, rules and regulations, beliefs, economy, power, gender factors, and also the social environments, organizations, and institutions within which we see ourselves, as well as our personal and past motivations. Conditions may be micro or macro, and the path of their influence on the action of interactions can be direct or indirect and more or less linear (Strauss & Corbin, 2015). Based on the view of the participants in the research, 5 sub-categories in this regard including: 1- Talent resources (talent resources, talent identification), 2- Efficient promotion system (efficient promotion system, performance appraisal), 3- Human resource management (human resource management, strategic plan of human resources), 4- Organizational support from individual effort (organizational support,

individual effort), 5- managers' proficiency (employees' skill, managers' skill) were identified.

Talent Resources: Talent resources themselves consist of two sub-categories: Talent resources and talent identification. Talent resources are an issue that has been targeted by most countries and sports organizations; and the financial resources managers of these organizations also acknowledge that finding talented people as the most valuable global product has faced many challenges. The talent management strategy strives to ensure that the presence of talented, competent, committed and loyal people leads them to participate in achieving the existing and future needs of an organization, that this process is terminologically called talent resources. Talent resources are a group of people ready for challenging responsibilities. People who are placed in talent resources may appear with a variety of abilities. One approach is to ask managers to evaluate and select people.

Another approach is to use 360-degree assessment methods to identify individuals who may be constructive and useful for the future responsibilities of sports organizations. Identifying talents (identifying existing employees with the required skills and identifying resources of external talent with the required skills) has such a priority that has been referred to as the first component in almost the majority of succession models. The same point is closely related to the dynamics and lifelong learning of the organization.

Efficient Promotion System: The category of efficient promotion system itself consists of two sub-categories of efficient promotion system and performance appraisal. Regarding the background of the existing literature, it can be said that talent is defined in terms of skills and experience gained, and it is through the ability to learn skills that it is proven that a person can handle complex duties. Talent is defined based on both high performance and high capability, but organizations determine their priorities based on these two dimensions; however, since talent is defined in terms of high performance, it can be said that when potential talent and performance are at a low level, then the sports organization uses an exit strategy. In this strategy, hiring or promoting employees is weak and the performance achieved is unacceptable. When a person's potential talent and performance are at a high level, the sports organization uses a ready leader strategy. The second sub-category of this category is performance appraisal. According to one of the key informants in human resource management, performance appraisal is the process of identifying the areas under focus, measuring them and improving human performance in sports organizations. In the past, the managers of sports organizations conducted performance appraisal solely to control the work of employees of sports organizations,

while the guidance and consultation aspect of this action has become more important. He also considered the purposes of the performance appraisals system of any organization in general, and the sports organizations in particular in hiring decisions, giving feedback to employees, criterion for accreditation and tests, goals for training programs and finally distinguishing organizational issues.

Human Resource Management: The category of human resource management consisted of two sub-categories of human resource management and the strategic plan of human resources. Human resource management has generally been defined as the process of identifying, selecting, hiring, training and developing human resources in order to achieve the goals of the organization. Demand for human resources means that people within the organization may retire, in fact they may die, they may be promoted to a higher position, now in any case the positions actually become vacant. some of the organizational positions have become vacant. Another sub-category that is located in this main category is the strategic planning of human resources. The strategic human resources perspective tries to link human resource management activities and functions with strategic and inclusive goals.

Organizational Support from Individual Effort: During the interview with key informed people about the application of the succession model, despite their claim indicating that succession is among the most important survival strategies for the effective activity of sports organizations in today's turbulent world, ultimately they are referred to a set of deterrent factors for the establishment of a succession model, such as dishonesty in the presentation of information by managers and employees, lack of trust in each other, jealousy of colleagues or lack of support from top managers for the efforts of

each one of the employees. Roth-well believes that the implementation of various programs in any organization is done with the approval of managers. The support and participation of top management should be obvious. Their participation and the board of directors ensure the employees that the members of the organization's management team also spend their time and effort to develop succession. The support of top managers is considered as an important basis for the effectiveness of succession. In other words, Roth-well (2005) believes that without the support of managers in the organization, the effectiveness of the program cannot be hoped. Managers and supervisors, with the opportunities they provide to their colleagues, can provide the proper background for the implementation of succession.

consisted of two sub-categories of managers' professionalism and employees' professionalism. Before entering into the topic of proficiency, it is necessary to mention two important elements of professionalism, namely competencies and capabilities. According to human resource management experts, these two words are not synonymous. Competencies refers to the knowledge, skills, and behaviors that individuals display themselves while doing their work. Capabilities are the collective abilities of an organization that can have technical nature or is defined more socially. One of the concepts that indicates the proficiency of managers and employees and requires the implementation of the succession model is the topic of commitment and support of senior managers in making this issue operational.

Proficiency: The category of proficiency has

Table (2) components and categories related to contextual factors

Categories	Components
Organizational Structure	Job descriptions, job conditions, appointment and employment guidelines, job rotation, organizational dimensions, legal structure, software aspects, hardware aspects, hiring, vacancies, requirements, convenience for non-training staff, organization Variables, organizational downsizing, reorganization
Code indicator	PB26, PB27, PB28,PB29,PC53, PC54,PC55,PC56,PC57,PC58,PC59,PC60, PE17,PG61, PG62
Culture and organizational climate	Cultural issues, culture building, organizational culture based on competence, cultural context, sports academic culture, cultural context of succession, cultural issues, cultural context of succession in sports organizations, destructive atmosphere, cultural and sports dimension, ethical culture, culture Competitive, unhealthy cultural environment, destructive atmosphere, traditional culture, cultural deviation, large-scale community acceptance, academic values, cultural debate, leading cultural organizations, safe conditions, stable conditions, investment in culture, dynamic culture of an organization, Coordination of succession with organizational culture, sociability, organizational climate and culture, supportive role of the organization, learning culture, collective spirit in the organization, appropriate organizational climate and atmosphere
Code indicator	PA43,PB23,PB24,PC35,PC36,PC37,PC46,PD29,PD30,PD35,PD36,PD37,PD38,PD39, PD40,PE13,PE14,PE15,PE16,PF33,PG56,PG57,PG58,PG59,PG60,PI63,PJ14,PJ15, PK12,PK13,PK14,PK15
Management stability	Regularly changing managerial positions, management stability, threat of successors to managers, stability point, sustainability, managerial instability, ensuring the stability of employees' tenure
Code indicator	PC32,PC33,PC34, PG53,PG54,PG55, PH16, PI62
Resistance to change	Resistance to change, fear of losing job position, not being in place, rapid change, management during change, lack of change, speed of organizational change, fear of losing managerial position, maintaining position, maintaining organizational position, factor in coping with change, top talents of organization Sports
Code indicator	PA1,PA2,PA3, PC1, PG1, PI1,PI2,PI3, PK1, PN1,PN2,PN3

Contextual Conditions: They are a specific set of conditions that come together at a specific time and place to create a set of situations or issues that individuals respond to by acting their interactions. The contextual conditions originate in causal conditions and are the product of how they intersect and combine with each other to form various models with various dimensions (Strauss & Corbin, 2015). The interviewees mentioned the contextual characteristics as: 1- organizational structure, 2- organizational culture and climate, 3- management stability, and 4- resistance to change.

Organizational Structure**:** One of the contextual characteristics category is the sports organizational structure, which itself consists of the three categories of organizational structure, centralism and the priority of succession being internal. Regarding the sports organizational structure, each of the interviewees discussed and investigated certain characteristics from specific dimensions, some of which are the investigation of organizational chart, legal structure of sports organizations, varied organizations, power structure in sports organizations, the necessary infrastructures of the sports organizational system, not performing re-engineering in public structures, and so on. Sports organizations, like other organizations, also have two types of centralized system or decentralized system; and according to the governing system of sports organizations, the type of links is defined among all stakeholders; and decisions related to the affairs of sports organizations are made according to the type of link governing in sports organizations (weak link and hard link). Roth-well (2005) states that the most successful succession plans are those that have a high level of support from executives and senior managers of organizations. This support can be easily achieved in organizations with specific hierarchical structures in which the administration and authority of final decisions are the responsibility of a number of senior managers and executives. In sports organizations, the role of management and administration of sports organizations is rarely limited to a single person or even a single level within sports organizations, which makes the challenge of the managers of sports organizations more difficult. Finally, the managers of sports organizations act slower in reacting to succession than business managers and have a slow rate in their decision-making.

Organizational Culture and Atmosphere: From the point of view of the interviewees, the category of organizational culture and atmosphere has been composed of the positive and constructive characteristics such as constructive space, peace of sports organizations, avoidance of politicization, freedom space, criticism space, creativity space, dynamic atmosphere and competitive conditions, organizational culture based competence, coordination of succession with organizational culture, as well as negative and destructive characteristics such as destructive space, unhealthy environment, jealousy of colleagues and the lack of general motivation among employees.

Management Stability: One of the most important effective contextual conditions is management stability. It can perhaps be said that if all the conditions, antecedents and requirements for the realization of succession of sports organizations are prepared, but its context and field, that is management stability does not exist, the realization and operating the program will not be possible. This main category has consisted of two sub-categories called management stability and managers' threat. Management instability is a factor performed by managers and upstream stakeholders of the current manager, while managers' threat is a factor performed by employees who in respect of

organizational position are lower than the current manager. Most of the interviewees have mentioned this point during their interviews.

Resistance to Change: Today, the necessity for change and innovation is evident to everybody, and no manager can overlook the important concepts of change and innovation over a long period, and since sports organizations are as a living entity and a dynamic system it requires to have interaction with the environment, and also because the existence of change and transformation in sports organizations is inevitable, so a manager of sports organizations should welcome change with courage and open embrace, and should also accept that the survival and life of sports organizations depend on change and innovation. Senior managers of sports organizations not only have to adapt themselves to a very turbulent environment, but they should also be able to distinguish the weaknesses of the system and by applying specific changes be able to eliminate them.

On the other hand, it should be mentioned that not all stakeholders of sports organizations agree with the change, but the change must take place in the environment of sports organizations so that the sports organizations can be safe from entropy. But the important issue in this respect is that since any change will benefit and promote some people and lead to the loss and downfall rank of some other people in sports organizations, therefore the affected people resist and oppose the change. The issue of succession is also among the issues that lead to the change of organizational positions of individuals, so that according to the system of promotion and competency and performance evaluation, some talented people with high capability, hold key leadership positions. This point causes the opposition and resistance of some dismissed managers. Almost some of the interviewees referred to this category and categories such as the fear of losing the current position and situation of managers and stated that from the point of view of some managers, succession is a "developing snake in the sleeve".

Table (3) Components and categories related to intervention factors

Categories	Components
Politics	Political considerations, party considerations, policies, politics, religious and political ideologies, the intellectual arm of the ruling class, political nature, government support and oversight, political decision-making, politicization
Code indicator	PA39, PC44, PC45, PC45, PD32, PD33, PD34 PE12, PK19,PK20,PK21, PL1
Surrounding environment	Environment, adaptation to the environment, community problems, turbulent environment, dynamic and uncertain environment, succession breeding is one of the requirements to strengthen the relationship between the sports organization and the environment, understanding the environment of sports organizations, dynamic environment, static environment, appropriate organizational environment, problems Environment, Organizational maturity, Leadership, Structures, Variable and turbulent environment, Environmental dynamics, Variable environmental factors
Code indicator	PC38,PC39, PC40,PC41,PC42,PC43, PD31,PK16,PK17,PK18, PL4, PM12, PN7, PO8
Socio-cultural	Traditional culture, cultural deviation, wide acceptance of society, academic values, investment in culture, dynamic culture of an organization, social issues, social democracy
Code indicator	PE13, PE14, PE15, PE16, PG59, PG60, PH22, PH23
International environment	International Interaction Network, Globalization, Travel and Study Opportunities, International Cooperation of Sports Organizations
Code indicator	PK22, PK23, PK24, PK25
Policy and legislation	Safeguarding the organization from political pressures on recruitment and appointment, clear vision of the future of the organization's management, formal aspects, formal relations, rules and regulations, legal support, creating clear rules and regulations
Code indicator	PA39, PB25, PC47,PC48,PC49,PC50,PC51,PC52, PD41

Intervening Conditions: According to the interviewees, the intervening conditions include: 1- politics, 2- surrounding environment, 3- socio-cultural environment, 4- international environment, and 5- policy-making and legislation.

Politics: The first major category in environmental conditions is politics, which sports organizations are strongly influenced by this category. Most of the interviewees believed that the members of sports organizations should be independent in their sports activities and actions and that any pressure and domination by political, professional and religious ideas and organizations should not be imposed on them.

Surrounding Environment: Sports organizations in the position of a system are considered as a subsystem of the macro system of society; therefore, sports organizations are considered as a part of a social system that can be affected by this macro social system and can also affect it. For example, some of these effects and impacts can be mentioned as sports organizations as a subset or subsystem of the macro system of society must be in contact with the government in order to provide the financial affairs of sports organizations. Of course, it should be stated that the nature of this relationship should not be political, and that the government should act as a guide and facilitator so that sports organizations can continue their work in a calm environment without political or party considerations. Also, customs, beliefs, and stereotypes influence the behavior of the actors of the sports organizations. At the same time, the system of sports organizations presents new norms to the social system, such as logical thought, reviews of cultural behaviors, developing points existing in the culture of society, and so on. clearly the effectiveness of the cultural system due to its relative durability is greater than the effectiveness of the sports organizations system.

Socio-Political: This category is closely related to the category of politics, so in some cases that the contents of these two categories have overlap with each other, it has been avoided to mention it again under this category.

International Environment: One of the important categories that lead to the growth, development and nourishment of sports organizations is the relationship with foreign sports organizations and having a dynamic transnational relationship with other organizations, which is converted to an optimization and elite selection. Global participation in sports and service activities helps the academic mobility and creativity, and the diversity and breadth of the role of sports organizations, and their dynamism have more possibility to emerge. For this purpose, sports organizations are effective and problem solving solutions, while establishing an interaction network and global exchange of technology also helps dialogue between cultures and civilizations. Key informed people in their interviews pointed to factors such as the impact of the country's political relations on international sports relations and the impact of political restrictions and sanctions on the sports facilities and process of organizations and using the experiences of other sports organizations in the world.

Policy-Making and Legislation: This category is closely related to the issue of independence of sports organizations. All interviewees believed that the government, as the legislator, should play a guiding and facilitating role in sports organizations and take measures so that sports organizations, in a safe space, can continue their work regardless of political and party considerations.

Table (4) Components and categories related to strategic factors

Categories	Components
Notification	Awareness of succession breeding, familiarizing managers with succession breeding, familiarizing managers with programs and ideas of individuals, familiarity with the importance and necessity, familiarity with theoretical foundations, familiarity through the field of science and research, very low familiarity, familiarity of managers Limited acquaintance, staff familiarization programs with successor breeding programs
Code indicator	PA8, PA9, PB11, PC3,PC4,PC5, PD3, PE1, PF4, PO4
participation	Willingness to participate, Participatory culture, Participation of members of the organization, Participatory decisions, Participatory management, Participatory planning, Participatory culture, Participatory management, Participation in the implementation of strategic and business plans of the organization, Public participation of senior executives, Participation and support of senior managers , Support, commitment and active participation of senior executives from succession breeding, participatory culture, participatory style, participation in the decision-making process
Code indicator	PA10,PA11,PA12, PC6,PC7,PC8,PC9, PD4, PH3, PI14,PI15,PI16,PI17, PJ3, PJ11,PJ12, PK3
Organizational learning	Willingness to participate, Participatory culture, Participation of members of the organization, Participatory decisions, Participatory management, Participatory planning, Participatory culture, Participatory management, Participation in the implementation of strategic and business plans of the organization, Public participation of senior executives, Participation and support of senior managers , Support, commitment and active participation of senior executives from succession breeding, participatory culture, participatory style, participation in the decision-making process
Code indicator	PA21,PA22,PA23,PI19,PI20,PI21,PI22,PI23,PI24,PI25,PJ6,PJ7,PK4,PK5,PK6,PK7, PM9
Building trust	Dishonesty in providing information, distrust of each other, compassionate responsibility, trust in employees, dependency, sense of security, honesty, loyalty, frankness, deterrent-based trust, knowledge-based trust, trust-based trust, conscientiousness, Openness, experiences, extraversion, honesty, trust in talents
Code indicator	PI68,PI69,PI70,PJ17,PJ18,PJ19,PJ20,PJ21,PJ22,PJ23,PJ24,PJ25,PJ26,PJ27,PJ28,PJ29, PJ30
Futurism	Foresight, knowing the path of future needs, foresight, clear future of the organization, planning for leadership and future management of the organization, forward-looking perspective on human resources, foresight, foresight, future career, foresight, future needs of the organization , Responding to the future needs of the organization, Advance decision for the future, Role expectations, Foresight, Measuring the potential of future people, Foresight, Foresight, Foresight
Code indicator	PA18,PA19, PB14,PB15,PB16, PD9,PD10,PD11,PD12,PD13,PG23,PG24,PG25,PG26, PG27, PH10, PI18, PM6,PM7,PM8
Systematic thinking	Implementation of a succession system, purposeful, coherent, flexible and dynamic career advancement path, lack of a systemic organizational path only for the members of the organization, gradual and continuous movement of the succession system, macro-interactive system, succession versus being a system It is not a system of succession breeding, regular and systematic training courses, basic indicators (inputs) for entering the succession program, non-random entry into the organization, non-random and systematic promotion, systematic organizational approach, systematic succession planning Up-to-date and systematic criteria for succession breeding
Code indicator	PC71,PC72,PC73,PC74, PE18,PF35,PF36,PF37,PF38,PG63,PG64,PG65,PG66,PG67

Answer to the Second Research Question: Responding to the events, reactions and strategies should include 1- Familiarization, 2- Participation, 3- Organizational learning, 4- Creating trust, 5- Futurism and 6- Systemic thought.

Familiarization: Just as today's sports organizations are involved in issues such as

growth and development, globalization and internationalization, and ultimately competition, succession needs nurturing and training talented managers and employees who can face these challenges, and solve them. On the other hand, senior managers of sports organizations should also focus on the nourishment and improvement of their future employees, while one of the most important affairs that managers of sports organizations should do today is to design a succession model to train future successors; but the problem that unfortunately is evident in our sports organizations is the lack of familiarity or limited familiarity of the senior managers of sports organizations with this issue. The first strategy is to familiarize and inform all stakeholders of sports organizations (senior managers, executives, employees, and so on) with the topics of succession. Because in our organizations, the stakeholders of sports organizations are still little familiar with the above-mentioned topics. Of course, by a positive point of view, even if there is a limited familiarity, their importance and necessity have not been realized. Roth-well has compared these topics with life insurance and believes that we are all aware of the importance and necessity of life insurance, but in practice we are not very adhere to it. Almost the majority of key informants have confirmed the accuracy of the above mentioned claims in their interviews.

Managers' Participation: The most successful succession training plans are plans that have a high level of support from executives and senior managers of organizations. This support can be easily achieved in organizations with specific hierarchical structures in which the ultimate administration and authority of decisions are made by a number of senior managers and executives. In some cases, some of the interviewees not only called for the participation of senior managers in the implementation of succession, but also asked

for the comprehensive participation of all stakeholders of sports organizations at all levels of management (senior, middle and operational). Finally, it can be deduced from the above statements that the decision-making of senior managers based on the decision-making of all stakeholders of sports organizations is the most important approach and the heads of sports organizations should create a decision-making system based on collective wisdom, and take advantage of the intellectual and cognitive ability of the whole system.

Organizational Learning: The third strategy that leads to facilitating the consequences is organizational learning. This main category consists of two sub-categories of learner organizations and knowledge management. Organizational learning occurs in an organization that is a learner lifelong. Learning organizations, thus, are organizations in which individuals continually increase their capabilities in order to be able to achieve their desirable outcomes. In these type of organizations, new models of thinking grow, and ideas, decision makings and collective and group decision-making become popular. In such organizations, all stakeholders learn how to go through the teaching and learning process together.

Creating Trust: Identifying, selecting and training future leaders through the succession process is among the fundamental duties in most organizations. Leadership competency is one of the basic factors in this process. Because of the constant change and complexity in today's organizational environment, leaders' responses to change, dealing with predictable trust, and managing cultures are basic characteristics for future leaders. Senior leaders of organizations (CEOs) are responsible for the success of their organization and creating trust in their business (Mandi, 2008). The issue of trust,

creating trust and distrust is among the most important issues in the succession implementation topic. Most of the interviewees stated that the fear of losing their job is the most important factor that will cause employees to resist succession, and ultimately this will lead to the loss of trust and distrust between managers and employees of the organization.

Futurism: One of the most important strategies that facilitates the process of leading the whole category of meritocracy to consequences is futurism. Sports organizations are in a very turbulent situation. Under these circumstances, it is not possible to make individual decisions and making self-centered decisions without considering the decisions of consultants. Now, in encountering the challenges they face in this turbulent environment, sports organizations need macro-strategic planning, and the realization of this issue also requires having a collective futurism along with management, decision-making and a participatory culture.

Systemic Thought: The concept of a system indicates a complex subject that has been created from specific interrelated elements. This relationship is created either through interactive or interaction relationships or through relationships of interdependence of elements with each other. The system is in an environment with which it interacts. The concept of the system is on this basis that it makes a whole whose complexity ratio is far greater than the complexity of its elements, that is, it has special properties. The concept of ecosystem of sports organizations indicates the system and the relationship between its constituent elements and the mutual impacts of sports organizations and the environment. The quality of sports organizations is created in the context of the ecosystem. Identifying the system of sports organizations and the relationship of its constituent elements in the environmental context, helps understand the quality of the activities of sports organizations and its ups and downs. Finally, it should be mentioned that the relationship of the system of sports organizations with their environment is fundamental.

Table (5) Components and categories related to consequences

| Categories	Components
Individual development	Individual Development, Individual Maturity, Organizational Development, Individual Development, Better Financial Resources, Manpower, Facilitation, Better Efficiency, Productivity, Employee Management Talent Development, Modeling Interview, Benchmarking, Training Methods, Role Playing, Management Games , Group discussion, Interviews, Individual responsibility, Personal training, Professional training, Development, Continuous improvement, Communication skills, Highest individual productivity, Improvement of employees' ability to respond to changing environmental demands, Preparation of individuals, Potential ability to upgrade, Self-development
Code indicator	PC87,PC88,PD57,PD58,PD59,PD60,PD61,PD62, PF42,PF43,PF44,PF45,PF46,PF47,PF48, PF49,PF50, PG52, PG83,PG84, PI77,PI78,PI79,PI80,PI81,PI82,PI83,PI84,PI85, PJ32
Motivation	Strengthening the motivation of human resources, improving the morale of employees, combining the approach of personal training and professional training of attitude, increasing motivation, morale
Code indicator	PD65, PF51, PG85,PG86,PG87,PG88
Satisfaction	Employee Satisfaction, Increase Employee Job Satisfaction, Job Satisfaction, Internal Customer Satisfaction (Senior Manager, CEOs, Middle Managers)
Code indicator	PA71, PB36, PI89, PI90, PI91
Organizational maturity	Growth and growth of the organization due to gaining experience, growth and prosperity, maturity, growth of competencies, the process of upgrading leadership capabilities, not getting into trouble, organizational entropy, organizational decline, competitive advantage
Code indicator	PC79,PC80,PC81, PG73,PG74,PG75,PG76,PG77,PG78,PG79,PG80,PG81
Preservation and maintenance of resources	Non-governmental sources of income, prevention of waste of human resources, prevention of loss of physical and financial resources, risk of losing managers, keeping the sports organization from ambiguity and uncertainty
Code indicator	PC86, PD63,PD64, PG82, PI73
Organizational Justice	Organizational justice, continuous supply of trained people, proper completion of key positions, anticipation of managerial needs, reduction of discrimination and inequality, development goal, organizational justice, fair access of citizens, non-discrimination, distributive justice, equality, fair treatment, fair treatment, Fair conditions
Code indicator	PA63,PA64,PA65,PA66, PF40,PF41, PK29,PK30,PK31,PK32, PK33, PK34, PL2, PL3, PM13, PN8
Organizational readiness	Organizational readiness, resource readiness, emergency preparedness, sports organization readiness to make decisive decisions, and organizational readiness to accept talents
Code indicator	PA67,PA68,PA69,PA70, PI75, PJ31

Answer to the Third Research Question: If the factors and conditions mentioned in the paradigm model of the succession model of sports organizations work well, it is expected that the desirable and expected outcomes and results will be achieved. These consequences in the present research included two general categories of individual consequences and organizational consequences, each of which includes three sub-categories of individual development, motivation, satisfaction and five sub-categories of organizational development, resources preservation, organizational justice and organizational preparedness, respectively.

Presenting the Model: At the end of the qualitative research, drawing a visual schematic diagram that highlights the relationships between concepts shows the compactness and complexity of the theory in

selective coding. In some cases, either by preference or because the analyst can better understand the concepts in the form of a figure, a diagram is a better application than a description to arrange the relationships between the concepts (Strauss & Corbin, 2015). Therefore, in the present research, first, the researcher based on the research findings and using the interview method in the form of the mentioned model, summarized the information obtained from the views and opinions of experts as the targeted meanings of the research. From these interviews, practical concepts were collected under the title of open codes, and after open coding, the axial coding process was used to distinguish the existence of similar and different cases in the listing of contents extracted from the interviews, and by integrating some concepts and the codes of the previous step, the axial codes were selected. In the last stage of coding, the axial

codes in the previous stage in terms of integration and holistic, being comprehensive and practical, every concept in terms of semantics and content relationship is integrated with each other and then are selectively extracted to complete the three-part coding process. Then, at the end of this stage, the components and categories of research are drawn as contextual factors, causal conditions, intervening conditions, strategic factors, research consequences and the main category. Regarding the achievement and exploration of the main category, which is the axis of the formation of a paradigm model and organizing other elements in relation to it, it should be said that the researcher obtain a theory derived from data about the real characteristics of succession in sports organizations with experts, had valuable results in relation to the phenomenon of research until the main category of "meritocracy" emerged.
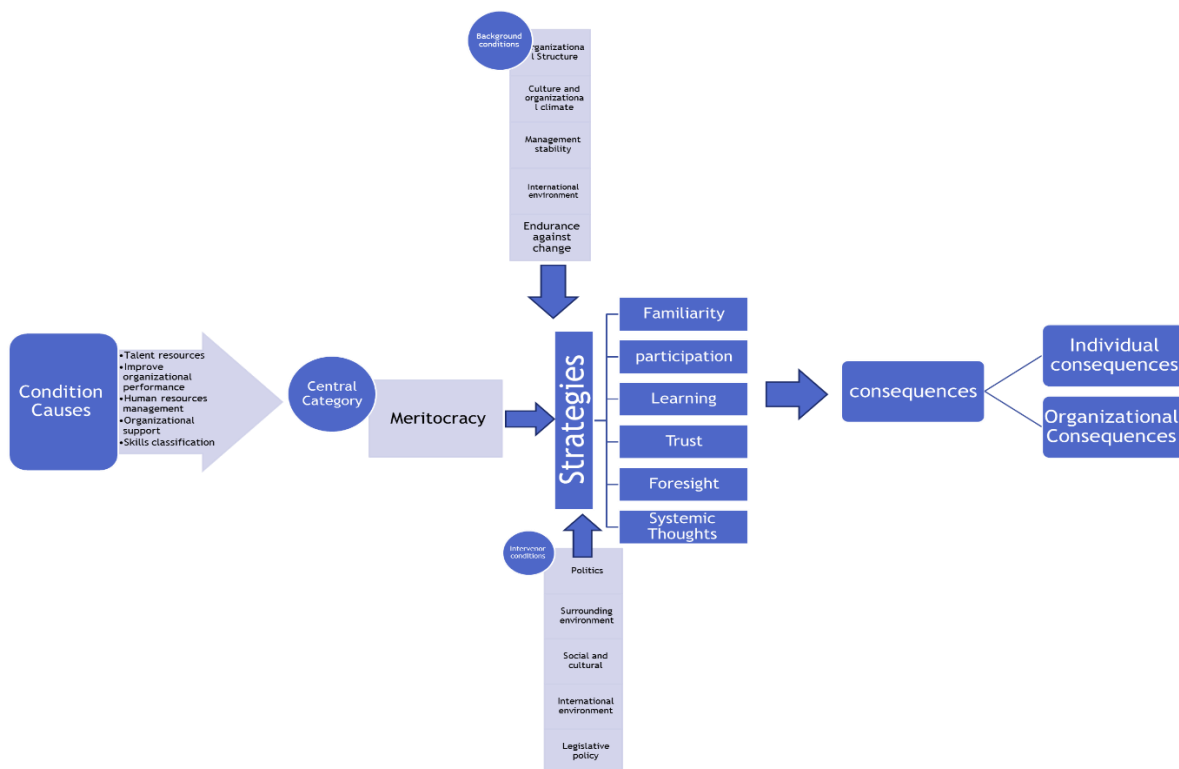
Figure1-Paradigm model of succession breeding in sports organizations

Discussion

The purpose of this research was to provide a model for the development of organizational succession plans based on sports organizations. The results showed that the sub-categories based on the results of the interview include: talent resources, talent identification, efficient promotion system, performance appraisal, human resource management, strategic plan, organizational support, individual effort, skills of managers and employees, meritocracy, organizational structure, Organizational culture, organizational climate, management stability, resilience to change, politics, environment, socio-cultural, international environment, legal, familiarity, participation, learning, trust, foresight, systems thinking, personal development, motivation, satisfaction, maturity Organizational, resource conservation, organizational justice and preparedness. With numerous reviews and revisions and a deep look at the content and concepts of the data, it can be found that the main category in the succession of sports organizations is meritocracy. Therefore, it can be said that the main phenomenon in this research is meritocracy that all factors and influences move to describe it, and in a sports organization, meritocracy a logical focal category.

Succession is the process of meritocracy and competency development in sports organizations; meaning that today's organizations are considered to be varied and complex organizations, and effective organizations are organizations that can invest in their competent employees and human resources and can use them over time and in changing situations. Succession means the process of training competent leaders for current and future organizational productivity. Often, an organization identifies the desired knowledge, skills, and abilities in a potential successor and instead

of focusing on the required skills of future, pays attention and emphasizes on today's required skills. The competency model allows the manager to coordinate skills with the duties of a particular role and to have a specific definition of the essential cases in each key position in his mind. Without these competencies, each manager may have different expectations for selecting employees, and they may lack sufficient skills when selecting employees or firing them. This can lead to a loss of time, money and strategic results and create a sense of failure and unwillingness in employees to perform activity in the organization. This result is consistent with Dehghanpour (2011), Bordbar et al. (2012), Rezaei and Nazari (2014), Naderi (2017) and Pandey and Sharma (2014) research.

The paradigm model indicates that succession is created based on the central category of meritocracy under the influence of the category of talent treasury, efficient promotion system, human resource management, organizational support of individual effort and proficiency, and without their existence and proper functioning, meritocracy will not be realized in sports organizations. In other words, in order to prevent the creation of disruption in the process of organizational progress, sports organizations should themselves use talent resource management programs to provide competent and skilled forces for key jobs in the organization from within the organization. An opportunity for organizations is to employ and involve talents and meritocracy in the organization, and this has a direct impact on organizational performance. Properly employed elite employees are at a higher level of productivity and profitability, have better security and more presence in the workplace, and their chances to stay in the company will increase. In sports organizations, employees can express themselves who have reached the

normal state from the abnormal state, and in a more excellent state, go beyond the normal stage and reach the flourishing stage. This flourishment requires a meritocracy system in the organization that will not be created without reviving the individual's will and organizational support, so sports organizations must use their organizational support from these individuals. From the viewpoint of human resource experts, meritocracy depends on the skills and behaviors that individuals display themselves while doing their work. Therefore, the manager's skill in identifying competencies and talents can have a significant role in developing the efficiency of sports organizations.

Several strategies were obtained from the heart of the interviewees' perspectives and with regard to their experiences and perceptions of the status of the meritocracy phenomenon and the succession model in sports organizations, which included familiarity, participation, learning, trust, futurism and systemic thoughts. Linking competencies from one job to another can increase employees' satisfaction levels and learning capacity. Succession requires people who are both learning about themselves, their organizations, and their future paths. The creation of these plans begins with consideration of future goals and strategies, and how current capabilities and performance align with long-term goals. Learning occurs when employees consider the impact of long-term goals on strategic and operational behaviors. The fourth component in sports organization strategies is trust. Before the manager of a sports organization can implement significant changes and related to formal succession, he must gain the trust of subordinate agents, because trust can be introduced as success factors in succession. The fifth component in sports organization strategies is futurism. Finally, the last component in the strategy of sports

organizations is systemic thoughts. Succession in sports organizations requires systemic thinking to align the role of the individual with the organization. Systemic thought considers the whole organization, while it is aware of the functioning and participation of individual. Succession management must support strategic planning and strategic thought, and also must prepare and provide a basic starting point for employees' development and management programs. By this type of organizations new models of thought grow, and ideas, collective and group decision-makings and deciding becoming popular.

After establishing the competency thinking and its manifestation in the goals and also compiling the competency model, the competent individuals should be practically evaluated and identified. This identification can be in the form of attracting competent people from outside the organization, that his appropriateness to the goals and values and organizational culture of sports successor trainer organizations should be considered. The findings of this research provide several guidelines for action and policy making about meritocracy in sports successor trainer organizations. First, this study provided a model that can be used as a conceptual framework for study and policy making in this field, which has more dimensions in terms of category cognition than the previous models. This model has been designed based on the perception and experience of the majority of interviewees about meritocracy in sports successor trainer organizations.

Conclusion

According to the findings, serious attention should be paid to some cultural infrastructures; that is, meritocracy in sports organizations can gradually govern the dimensions and elements of sports organizations, and this important issue can be

pursued first through successor trainer organizations and then come to the level of sports organizations. The important distinctive point between key and sensitive posts is from non-key posts. it is not possible for planners and trustees of sports organizations in Iran to realize succession based on meritocracy, but this issue can be pursued within the organization. Another point is the creation of other systems that are in line with the realization of meritocracy, which includes the evaluation system, accountability system, appointment and selection system. In creating systems, council and advisory structures should be created in sports organizations, and each manager should create an advisory council or thinking room near himself according to his level of management. Defining job descriptions and reviewing existing laws in selecting and appointing competent managers are other practical solutions. If researchers want to perform activity in this field, we suggest the executive model mentioned at the level of one of the country's sports organizations, so that it is changed from an idealistic and ideal model to a tangible and operational model.

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