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Pathology of the Elite's Role in Decision Making from a Public Policy Perspective

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Abstract:

If, according to Gaetano Mosca, the Italian social thinker, we define elites as individuals and groups, that, as a result of the power they gain, they plan idea and, as a result of that, make decisions that are effective in the community action; thus, at the macro and national levels, the elites and experts of each country are considered as the most important and valuable treasure of the country, and mentally and operationally are the national wealth of each society; In fact indeed, the effective and positive presence of elites in the community increases the speed of reaching a rational and operational policy in the direction of development, and minimizes the time to achieve the goal to the lowest possible amount. But in this regard, the views are not the same; so that the new ideas of the elite are considered neither the owner of exclusive role and the absolute will in decision making and nor without authority are dependent to environmental conditions, rather they are considered to be a factor along with other effective factors influencing decision taking, decision making and policy making in both direct and indirect ways. Hence, as developing societies increasingly need to notice and make the right decisions, because the permanent and inclusive transformation from tradition to modern in these societies is more and make their future destiny based on their characteristics, decisions and their present status; therefore, the main question is plotted that how with the pathology of the elite's role from the public policy point of view, this ability is created to provide and realize corrective solutions? It seems that elite with any intellectual orientation have neither monopolistic role and nor they are dependent on the environmental conditions without authority. Rather with a focus on their specific field, they have the power, that provides effective solutions among other factors, to the compilation of the public policies of society (decision-taking, decision-making, policy-making, and operational

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phase) to be realized; accordingly, since the most important process in any general system of society, including governance, the political, social, economic system and so on is decision making, therefore, the decisions of the "elite individual self" have two-way communication to the logic of decision making and rationality and the choice to achieve the goals in society. However, the research attempts to identify, analyze, and deduce the relationships between the given data regarding the sensitivity and fluidity of the subject, to determine the effectiveness of the variables on each other to first of all, address the disadvantages and finally, make the suggestions.

Keywords: Pathology, Elite, Decision making, Public policy, Governance

Introduction

General policy is a subject related to the compilation of the issue, understanding the issue, solution, decision taking, decision making, implementation, operation, feedback, evaluation, etc.; therefore, regarding the dynamism of the subject, is directly and indirectly related to practical and objective issues; because in reality, social history is the area of objective transformations and changes and in this case, most theorists believe that; the stages which human societies passed step by step have an evolutionary process, and meanwhile, the role played by elements and components of society such as the elites is more important; indeed, the achievement to the meaning of how and to what extent the components are effective in total, led theorists of the field of history and society to the theory of elitism; among them, the elites were a class of intellectual, political, economic, and social leaders of societies that, as a result of the power or benefit of their ability to be effective influence, make their ideas and decisions, and play an effective role in various fields of political, economic, social, cultural, scientific, ethical, and religious affairs. Hence, the fact that a society consists of forces and individuals with different ideas,

various social classes, which some of them are elite, is a theory that has been raised in the political ideas of old philosophers 1, has undergone a transformation today, and in the modern term of the science of sociology and politics is called "elite".

However, it's impossible to deny the role of elites in societies, as many people always point out that the formation and flourishing of cultures and civilizations is due to the true character of the great men, who are historians of societies, and indeed, they have the power to bring about a transformation in society. Whether these developments are about political issues and the framework of the foundations of government, or in the field of thought, science, technology, culture, art, etc., therefore, the influence of these actors who are known to the elite, whether in the positive or negative direction, is indisputable. Accordingly, the necessity of reviewing the formation of their intellectual personality and the way of their growth in the community scene and finally, reviewing of their functional path in the production of thought, creating the transformation in society, and in the practical organization of events, helps to understand a great incident and transformation, and also provide the fields of utilization and

edification of the forerunners, which is not far off.

Thus, from a national perspective in a society, elites and experts are considered to be the most important and most valuable assets of that society, and are the national wealth of each land in terms of intellectually and operationally, because the effective and positive presence of elites, increase the speed of reaching a rationale and operational and path of development, and minimizes the time to achieve it to the smallest possible extent. Although views and opinions are divided and separated into two categories, which the first category identifies the role of the elite as the main factor and perhaps the only factor in the decision-taking and decision-making process but, the second category consider the role of the elite in this process to be very insignificant and influenced by the environmental factors and conditions that this group of people has succeeded in benefiting from it. But alongside these two theories, there is another contemporary view that consider the elite neither having exclusive role and, with absolute will in decision making, and nor without authority are dependent to environmental conditions, but as a factor along with other factors affecting on the decision-taking, decision-making, policy-making, and implementation - operation process, however, this viewpoint considers the elite to be effective in decision-making processes in directly and indirectly ways, it believes that the influence the decision-making process, which is in fact the direct path to the ultimate factor is the ruling elite and is applied through the formal channel and the indirect method is applied to the community by the activity of the individual elites and their intellectual domination, which can be traced through educational, research, media, parties and... areas. But, since it is not feasible that decision taking and de-

cision making to happen at a single moment, or run at once, and it is a nonlinear and rotational process, so the most important process in every social and political system is decision taking and decision making. Which requires knowledge, ideas, creative thinking, experience, recognition, ability, analysis and positioning, and in the meantime, developing countries like Iran increasingly need to know and make the right decisions, because the permanent and the inclusive transformation from tradition to modern in these societies is more, and make their future destiny based on their characteristics, decisions and their present status, so, in this situation, the main question is asked, How this ability that corrective solutions are proposed and implemented is created with the pathology the elite's role from the public policy perspective?

First, it seems that the elites, with any intellectual orientation, neither have monopolistic role, and nor without authority are dependent to environmental dependent, but with the siege on the specialized field, they have the power, along with other factors, to provide effective solutions in the editing of public policies society (decision-making, decision-taking, policy-making, and operational phase) to be realized. As a consequence, the importance of this issue arises from the fact that developing countries are increasingly in need of research in the field of decision taking and decision making to reduce operational activities deficits.

Indeed, at first, pathologic studies identify defects, and then, by matching those exploratory weaknesses during the data collection, with the solutions presented in other studies, and domestic and foreign studies, offer the best suggestions in that area, and for this reason, most of the pathological studies are more than ever regarded by the operational

determiner organization. Because making decisions based on rational and principled principles is based on the scientific method in an important part of all decisions, and the elites are trying to present their knowledge, ideas, and thought, regardless of any tendency to areas where decisions in that fields are structured, while at another level it may be worth considering that the operational activity of problem-solving and making the decision is finished when the satisfactory solution be achieved. In this case, decisions may be made on rationality or sensation, logically or irrationally, explicitly or implicitly. For example instance, in medicine, decisions are made when the initial stages of the diagnosis of the patient problem are passed step by step and then the appropriate decision is taken for treatment. So, the nature of some affairs in a society is such that the operational agent or intellectual or operational elite is sought by itself and requires the person to make decisions, and if that person does not have the power that makes the right decision at the time, are taken out of the influence wheel. In fact, in other words, taking decisions requires time in the community, and the formal policy system needs experience, thought, creativity, knowledge, and information which the elite person can make it executive and operational take by acceptance of responsibility and positioning. Because, indeed, public policy making is a part of the rationalizing movement, rational decision-making on public affairs and social life, and in this path, the tools of human domination on these complexities of managing the issues, are the level of bureaucratic interaction, elites, groups, guilds, classes, etc. However, in the meantime, the main function of public policy is the organization of relations, management of various

political, economic, social sectors with the authority of the macro-political power.

Based on this, the importance of research is, because other aspects which are not addressed are following past researches and endeavor to offer solutions. Of course, the research asset is that to be the follower of past research, until, each of them, is the complete of a scientific puzzle on a subject.

But since research is related to the individual, the mind, the idea and the way people decide, and in this context, the events are not static and are fluid, they become non-linear and rotational, because the important thing in the system of each community including governance, the economic system, the social system, etc., is decision taking and decision making. Therefore, the decisions of "elite individual self" have a two-way relationship with logic and rationality and choice in order to realize the goals in society.

Thus, considering the sensitivity and fluidity of the subject, with the compilation of the essential information set, we describe, analyze, and deduce the relationships of the given data to measure the effectiveness of the variables on each other, firstly, to be traumatized, and in the end, the practical solutions and suggestions will be presented.

1. Theoretical Framework

From a national and macro systemic perspective, elites and specialists in each country, society and system are considered to be the most important and most valuable assets of that country and national wealth of any land, because the effective presence of the elites increases the speed of reaching for the goal of the development and minimizes the time to achieve the goal to the lowest possible time (Davenport, 2004: 617).

According to Stephen Robbins, a systemic approach to the effectiveness of the elite shows that in the macro system, if some sectors fail, they will affect the function of the whole system. Indeed, the sub-sections are related to the major parts. And have a logical connection, therefore, a macro system in its relationships to ensure of receiving continuous data, and the production of the applicable output and operations is trying to overcome the weaknesses and damage, because for the sustainability, it is imperative that solutions provided by the system's elite has the flexibility to have the necessary efficiency in responding to changes in time and space (Robbins, 1997: 58).

Accordingly, to see the increase in the flexibility and efficiency of this system in the systemic sphere, it is imperative that the related subjects be permanently subject to pathology. Because of the definition of pathology, it is a term used for the first time in the biological and medical sciences and then used in other disciplines such as sociology, politics, management, and so on.

Actually, "pathology is a branch of knowledge whose purpose is to identify psychosocial, social, and developmental diseases" (Sarakhani, 1997: 571); and the purpose of pathology in public policy is to study, calm and recognize diseases, abnormalities, and disruptions that have emerged in the macro-policy making process of the country, although this concept has wider dimensions, that is, including recognition, pathological studies of planning, organization, command, coordination, control, as well as political variables, cultural, economic and social, and, on the other hand, how the character of the political elite, their agents and their epistemic abilities in the field of macro and intelligent policies in understanding the internal, regional, and international domains affecting the

development process and how they are made to decision in a scientific and logical context, using intelligently and skillfully using the abilities of elites, scholars in such a way that less error rates arise in different aspects of the public policy process.

But since policy making recognizes multidisciplinary nature and multi-disciplinary issues, and thus, policy-making and policy analysis inevitably take on its own, the purpose of policy analysis is first to understand how issues and processes are developed.

Types of policy analysis can be considered as a range of actions on a range of information in the policy-making process, but it should be noted that the analysis and description of the problem in policy analysis is the subject of the second part. The origin of a policy is to understand a problem. What is considered a problem and how it is defined depends on the manner in which policy makers, elites, and so on refer to an issue or event;

The question of when a topic becomes a political or policy issue turns into the thought of being objective or subjective of the nature of reality. Indeed, an issue must be defined and structured, within the framework of specific boundaries, and then given a name to it. But since public policy is one of the new subcategories of political science, which explores the concept of power and its mode of action, it mainly examines government policies and programs, hence public policy, a link between theory and practice in the sky of the Politics science is also referred to as political science engineering.

Because it enables political agents to understand the macro-system problems of the country by understanding the world better, and by integrating processes, parameters, beliefs, and behaviors the theory and practice of system-wide management to infer from the

problems that have been developed and enriches. Because the adoption of inappropriate and non-pathologic policies and decisions in the same way in the system of society, causes enormous and irreparable damage. This may also be due to non-expert individual decisions that may be involved in a process that involves a broker who disregards elite advice, or who has elite who decides on illusion and pride.

In any case, and in any form of it, the fields of damage and critical situations will be shaped in a macro policy-making system, the solution of which will lead to a second mistake without pathology, therefore, in the theoretical model, the non-pathology of the elites will become the ground that will be first of all society and the system will see its damage. Indeed, from this point of view, the most significant blow to the adoption of policies and misconceptions about society and the system - apart from unproductive material and material losses - is to reduce people's trust in the policies that have been put in place, and as a result of the reduction of social capital and lack of participation of the people in the successful implementation of the affair growth and development;

However, it is possible that the intent of policymakers and elites is to advance and prosper and fight against the roots of systemic and social failures, but given that the effects of policy implementation, and without a false pathology, are similar to the effects of deterioration and the loss of system and social resources.

2. Research Methodology

Considering the comprehensive approach in the field of politics, society, sociology and the interpolation between general policy and

pathology, the role of elites in the decision making of the research using qualitative methods, the variables of the subject is assessed and evaluated. Hence, collecting and interpreting data is part of the research process, because qualitative research focuses on humanistic and phenomenological understanding of social activities and focuses its efforts on the scientific viewpoint from the point of view of human components.

Also, pointed out that the phenomenological studies often relate to the perceptions, concepts, attitudes, and beliefs of individuals; in the phenomenology, rather than simply asking theoretically what happens, the experience of individuals is explored; two types of the phenomenology of hermeneutics and phenomenology experimental have been raised. Phenomenology of hermeneutics deals with the interpretation and understanding of the text or, in other words, with the interpretation of the text, and the transcendental phenomenology more emphasizes on the description of the participants' experiences.

The procedures for this approach include identifying and understanding the phenomenon and collecting data from different people who are aware of the phenomenon; the researcher extracts the main concepts and clusters of the data and then converts them into a textual description and a structural description. The textual description is the experience of the participants, and the structural description is how individuals are experienced in terms of the circumstances, the position, and the context of phenomena, especially at the time of decision taking and decision making.

Finally, a combination of textual and structural descriptions is presented to give readers the essence of experience. Thus, the research also, based on the phenomenal ap-

proach, transcends the experiences of individuals about the role of elites in decision making, exploitation, and exploitation, and codifies data analysis by encoding, in which data are analyzed and newly shaped. They are placed next to each other, and this is the main process in which the theory is based on data.

3. Elites and Their Role

The issue of elites is one of the issues that has always been the subject of the minds of the social and political scientists, and there are different theories about their role and place, if, according to Pareto, an Italian sociologist, the name of the elite includes all of them which has unique features or has a great talent and capabilities in their field of activity;

Indeed, Pareto viewed the elite as the privileged members of the community who, because of their privileged qualities, power or personality, based on the various definitions of the elite and its role in the human community, is always the elite of the most influential people in the basis of decisions that are important to the ideas, feelings, and emotions that arise in shaping community actions or even social change.

It should also be taken into account that the importance of the elites is assessed and evaluated in relation to their role in decision making and modeling in society. Thus, in the term, the elites are the manifestation and symbol of the way of thinking and the existence of science and practice in the community from the upper to lower levels, which must have more power and attraction than the various groups or even the whole society.

Indeed, the elites have to somehow play their role in society, whose lives are viewed as an example, in which several options for modeling, decision taking, and decision making appear to become the driving force, sti-

mulus and dynamism of society. That is, by making the right decision and participating as active actors, they play their social role and, on the other hand, use their influence, modeling, decision taking and decision making.

But regarding the elites and their role, viewpoints of theorists can be expressed in six conceptual approaches that are:

- First: a classical approach is known by thinkers like Plato, Aristotle and Farabi. In this approach, the elite are a chosen person, a philosopher and the Prophet or a philosopher whose duty is to provide the conditions for achieving perfection and prosperity.
- Second: the middle term approach, which is entangled with the Pareto's name; in this approach, is an elite, individual or group that has many choices and is responsible for hypothesizing the shift of power.
- Third: the Marxist tradition whose main thinkers are Marx and Gramsci; in this approach, the elite is the same revolutionary force that prepares the conditions for the workers' revolution.
- Fourth: the Durkheim tradition, known as Durkheim and Parsons, is an elite, specialized, and organized force that seeks to create a bureaucratic system in society through institution and institutional action.
- Fifth: the combined tradition of Weber and Habermas, in this approach, elite is familiar with culture and thought, and its task is to create a discourse and produce thought.
- Sixth: Third world, Islamic and Iranian tradition; this tradition is the result of the views of individuals such as Marx, Lenin, Mao, and Iranian modernists. In this approach, the elite

are the conscious and responsible force seeking to critique, act, and organize fundamental actions. And revolutionary.

But since public policy is a tool of modern governments, the role of elites changes from traditional to modern, so new approaches point out that the role of elites as people who are trying to make public affairs of ways and traditions Identify the past and point out that more specialized affairs and constantly need to be reviewed in accordance with the time and the environment of the pathology in order to provide timely and appropriate decisions.

Hence, the role of elites in modern society and from the point of view of public policy is a combination of new norms, methods, goals, and attention to the conditions of time and place, and goes beyond a top-down connection in the past, and that is, the hierarchical role of the past. Today, it does not meet the needs of decision making, and the relationship and role of the elites has undergone transformation to be effective. So, the role of the elite is not merely defined in relation to a set from top to bottom, depending on the linear definition and connection with other sets; as a result, elite activity is involved in the complex and complex process of public policy making, and the legitimacy of these elite is due to processes known as political science.

4.Elite; Decision making System

Public policy is trying to understand and dominate the increasing complexity of social affairs; in other words, with the conceptual understanding of the social system and the deduction of practical doctrines of it, it takes

public decisions, but moreover, it requires more specialized expertise And more importantly, interdisciplinary expertise; namely, it needs the elite of the community, and it can be determined by its management and engineering, based on the expertise of each elite, the framework of activity, decision making and decision taking in the macro system.

Thus, the elite, with its knowledge and expertise, legitimizes policy making, and in its large-scale policy-making, it is the result of a set of elites with different specializations that interact with each other in decision making and decision taking on a policy, and execute its operational strategies.also, in the system, the operational environment is divided into two parts; its external field includes the variables of the general sky of society and the interaction between the state and the nation, and its internal environment, including the system's capabilities, elites, and the field of activity, and the presentation and utilization of the elites in decision making and decision making But along with the operational environment, a psychological environment has also been combined with the operational environment, which has become a rich source for explaining the ideas of the decision taking and decision making system, which some of the suspicions about it can be considered as following:

First, elites tend to adapt their decision making data to their mental image, which is a factor in weakness and strength in elite decision making. It is the weakness factor because it prevents other strategies from being taken into account and is not a major factor in allowing the entry of non-harmonic external elements into the system.

Second, elites in developed countries are very important in terms of external environ-

ment, competition, critique, and interest groups.

Third: elites in developed countries consider their rivals to be more interest groups than other rival elites.

Fourth: elites in developed countries give more weight to external variables than internal variables (Brecher, 1975: 480).

Also, in the elite decision taking system, four different individual approaches are often introduced; however, the basis of this model is based on the recognition that individuals differ in two respects. The first aspect is the way to think about them; some people think logically and rationally, and they regularly review the data they receive. In contrast, some people think intuitively and creatively. They have a whole understanding of the subject. Therefore, it should be noted that this difference is beyond the general specification of human.

Another aspect is tolerance of ambiguity, since some people feel a lot of need to provide the right information in a way that has the slightest ambiguity, while some other elites can at the same time make a few conclusions, hence, when these two aspects are combined with one another in the same way, the result is that they have come in four different decision taking styles, namely, empirical, analytical, conceptual, and behavioral styles.

Those elites use an empirical style that tolerates less ambiguity and rationalized methods. They are also reasonably efficient, but their effectiveness is always influenced by decision making based on little information and an assessment of a limited number of alternatives. This makes decision making quicker and decision makers realize that they are short-term .

An analytical style is more tolerant of the previous style, and this feature needs more

data and alternatives to guide the field of decision making and implementation. Thus, elites interested in this style can be considered as capable people in accordance with new time and space conditions.

Elites which decide on conceptual style are those who pay attention to the prospect, see the whole issue and consider different alternatives. Their focus is on long-term issues, and they are the most suitable for using creativity to solve problems.

Behavioral elites are people who cooperate with others in decision making. They also accept opinions and suggestions and are concerned about the accomplishments of their peers and subordinates. However, they believe in holding periodic meetings for communication. This group of elites avoids conflicts and tries to reach agreement.

Although these four categories are distinct and clear, most elites have specifications that go into more than one category in terms of it. So, perhaps the best way is to choose the dominant feature of the elite and put it into one of these four categories. However, the design of a framework to focus on individual differences, focusing on the decision making style is also helpful in helping to understand this fact, how two people with the same intelligence and talent, with equal access to information, can be completely different in the decision taking and choosing a solution method.

5.Pathology of the Elite's Role in Decision making

In fact, today the only factor in the success of the system of governance in the information age, is pathology of their role, and identification of the country's elites, because the elites take advantage of their expertise in addressing the challenges ahead and provide the basis of the dynamics and stability of the sys-

tem in an age that requires speed, flexibility, innovation, and close competition in today's turbulent environment; Hence, the adoption of pathological approaches cause the system to decide and execute in decision taking according to the time and place conditions and provide a source of persistent data that, unlike other sources, it's not exhaustible. As in this case, Peter Cappelli, in March 2008, in an article titled, "*Talent Management for the Twenty-First Century*", judged the role of the elite in this way: "Pathology and managing the elites is not singly a goal, since it is not limited to the growth or planning for succession, and even is not related to the achieving specific tactical goals, but it is created for supporting the overall and macro goals".

Results

In the current context while the global competition between the countries of the world, both in the regional dimension and internationally, involves the use of the best and most elite, as well as the demographic change of demographics of the intellectual force, and moving towards knowledge-based trends. This is nowadays an effective function. So, the study and pathology of this issue are important, and altogether, several strategies are of double importance, each of them has its own methods, which, in case of simultaneous application or integration in the system, their macro role will be determined.

Therefore, the first dimension is to develop strategies. These long-term strategies are designed to attract, develop and grow, com

municate and finally utilize elite individuals; the second is to attract and retain elites; in this dimension, the necessary abilities are determined according to the needs of the country and individuals with such abilities are identified, attracted and supported and play a role; the third dimension is motivation and development;

In this dimension, the abilities and talents of the elite are grown based on the needs of the country's development, and on the other hand, the individual needs of the elite, such as motivation, individual development and satisfaction, are also provided. The fourth dimension is deploy & manage dimension; the elites are employed in proportionate roles, based on their abilities and talents; the fifth dimension, is addressed to connecting and empowering the elites and creating elites networks (both national and local);

In this dimension, individuals with related abilities and talents, connect to each other and engage in collaboration and exchange of knowledge. This relationship can even be in virtual form, but plays a major role in increasing social capital and advancing development goals. Finally, the last dimension, is addressing to change and sustainability. In this dimension, the goal is to achieve a clear, measurable, and sustainable change in the development process while continuing to eliminating defects, in a periodic manner. Accordingly, the role of the elites in two areas of decision making is drawn which is referred to in Table (1).

Table1.***Types of roles in the decision making field of action***

The Field of Decision making	Types of Roles in Execution
Public policy	<ul style="list-style-type: none"> • Political role and participation • Role and participation in decision making and policy making • The role and participation in the development of political knowledge • Role and participation in finding public, effective, and beneficial solutions
Public domain	<ul style="list-style-type: none"> • Role and participation outside the university • Role and participation in the public domain • The role and participation in social movements and regional and local communities • The role and participation of media • Role and participation in dialogue and outside of field political activity • Role and activity in the broadcasting and generalization of knowledge • The role and participation in public conversation • The role and participation in the knowledge-based assessment at a macro level • The role and contribution in promoting values and norms • Role and participation in expanding the domain of knowledge in the field of public action

But according to the received codes from the total data obtained, the concepts and categories have been extracted, as shown in Table 2 below.

Table (2):**The total amount of obtained data about extracted concepts and categories**

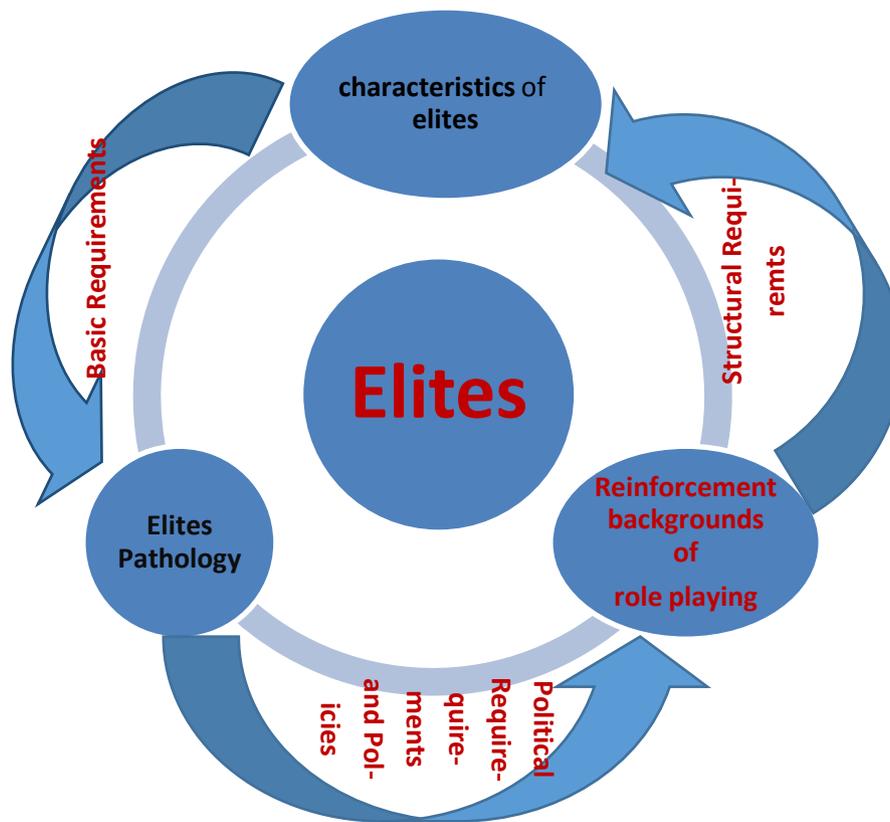
Overall dimensions (categories)	Row	Indicators (Concepts)	Definition (based on total data)
Characteristics of elites	1	Moralistic	The elite have certain moral indicators.
	2	Multidisciplinary	The elite have different dimensions and a special dimension.
	3	Smart	The elite, in addition to IQ, has emotional, social and cultural intelligence.
	4	Effective	The elites have special features that show it in action.
	5	Attachment to community and country	Always worries about the community and the country.
	6	Hyperactive	The elites have a strong sense of activity and mobility, and are usually more active than ordinary people.
	7	Creative	They have creativity in playing roles.
Characteristics of the	8	Strong imagination	One of their distinct features is strong fantasy and imagination.

elites	9	Anti-rule	The elites, as usual, do not fit in the normal frameworks and have intrinsic mobility and a kind of antisocialism.
	10	Self-actualized	Elites tend to emerge and appear their abilities.
	11	Risky	The elites tend to have a challenge with new areas and do heavy work, so many of them are competitive.
Back-grounds of reinforcing role playing	12	Background of action	Eliminating the barriers to elite's recruiting and role playing and performing action, creating the ground for declaring the need for elite to be recruited into decision-making centers.
	13	Playing a role in line with the need of society	Explaining the community's need in order to the role playing of elites in decision-making centers.
	14	Creating the grounds for the role playing and implementation of capabilities	Laying the groundwork in order to use all the dimensions and abilities of elites
	15	Creating a ground for influence on operational role	Laying the groundwork to influence of elites in society and the decision making role playing.
	16	Intelligent and targeted support	Supporting the role of elites, support should be in line with operational and executive activities.
	17	Supporting the entrepreneurial elites to play the role of decision maker	Coordination of the governing bodies in order to employ the entrepreneurial elites to role playing of the decision maker.
	18	Elite efficiency for decision making	Attention and focus on the elites to streamlining and upgrading them as a factor in decision making.
	19	Flexibility of the supportive system	The flexibility in supporting the elite, for that to include the influence level from micro to macro (local to national).
	20	Effective implementation	Acting instead of speaking and implementing elite's designs and ideas.
	Pathology of the elites	21	Failure to define elite position
22		Lack of balanced growth and development	The lack of coordination between the divisions makes the elite unable to cooperate.
23		The lack of relationship between the theoretical and executive sections	The lack of relationship causes the ideas to never be executed or incompletely operational..

	24	Lack of moderately behavior in order to attracting elites	Not having proper behavior with the elites and not using them in decision making causes the field of departure to be provided.
	25	Political and policy factors	Politicizing their ideas and decisions, provides isolation grounds.
	26	Sociability factors	Elites influence on their decision because they are usually not normative, and they consider themselves higher than society.
Pathology of the elites	27	The lack of utilization of local elites	Failure to create a network of elites causes that the capacity of local elites not to be used even in local areas.
	28	Political Institution Of Scientific Institutions	The politicization of scientific institutions provides grounds for the lack of proper functioning of scientific environments and isolates the elites.
	29	An instrumental approach to the elite	Instrumental use of elites in predisposing decision making provide the basis for the disparity between ideas and the operating environment.
	30	Standing inconsistency of the elite	The lack of understanding of the status and dignity of the elites and disregarding it will be the reason for their departure.
	31	Lack of social participation	The lack of social participation of elites makes it impossible for them to play their real role in decision making.

Thus, based on the conceptualized data, it is observed that the focus point of the elite model with the characteristics mentioned about them, is in the first category, so, the first step in the process of pathology is the elite decision making, but the second step is the backgrounds of enhancing the role of elites which was plotted to increase their role in decision making, which the target element in this step, is the action background and playing the role of elite in decision making in

accordance with the needs of society. The third and final step is the elite pathology in decision making, which in this step; three central concepts should be more taken into consideration. First, political and policy factors; second, the lack of relation between the theoretical and executive parts; third, the instrumental approach to the elites, which can have direct effects on the elite's decision making (Figure 1.)



(Fig. 1): Pattern of elite's decision making pathology

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