

Role and importance of Consultants' think tank for policy makers (Case study of political consultant in Islamic Republic of Iran)

Hamed Aryafard

MA of Political Science from Tehran
University of Science and Research-Iran
Hamedarya55@yahoo.com

Abstract

In the modern world, considering the policies, People in power or seeking for power are always making different decisions. Therefore, they need some consultants with great and academic knowledge to achieve their goals, because effects of a decision can be constructive or destructive for a country or people. As most of the issues are political or have political solution, the question of this study is a: what are the features of a mighty political consultant? And how a political consultant can play a role in growth or decline of policies, selection, repetition, survival or non-durability and survival of politicians in Islamic Republic of Iran? In continue, foundations of this study reveals that a political consultant may be a constructive critical, expert, highly educated and related education and etc. also a political consultant has a major role in growth and success of politics in the country and survival of individuals and officials or vice versa. in fact, a "genius political consultant" can make decision and have some strategies for policy success and decisions. Also choosing political consultant via friend, band or tribal rotation, can have destructive effects on people and country. In this study, political consultant is considered as an independent variable and also growth, development and popularity, survival of individuals and

policymakers are dependent variables. In continue vision of friend, band or relative-centered play the role of an interferer in choosing good or weak political consultant, which these three variables can have a positive and constructive aspect and also negative and destructive aspect in a triple relationship. In this paper, descriptive and analytical study methods are used and also according to elites' theory the data have been analyzed qualitatively. The following study has been compiled in the form of two lectures. The first lecture includes quiddity and historical course of consult until today and the second lecture explains the position of consultation and consultant in developed nations and it is specified in Islamic Republic of Iran.

Keywords: political consultant, thinking, Iran, good consultant

The first lecture

Introduction

In modern world, policymakers and politicians always need different decision making in different situations to maintain and survival in the position and gained power. Hereof one of the presidents of France in an interview said each 10 minutes he should make a different decision. Also, one of the Iran's presidents said for each decision he needs 100 hours. Therefore, in a world that everyday issues get more complicated, high level of knowledge and information is needed to make and select decisions and strategies for the speed and quality of policy

implementation (Vahid, 2009). In fact, the issue that has occupied the minds of many officials or individuals in power in the modern world is whether positive or negative, when appropriate or inappropriate, prevents a crisis or causes a crisis in the policies and decisions that people make on various issues and causes growth and development or inability and regression happen in the country and in the following a president or each major members of government or parliament including ministers, governors, commanders and other institutions have become popular or unpopular because of crisis of management period and responsibility and their survival does not last. In fact, making decision is one of the most important affairs which whether can change destiny of a province, a nation and a country in development courses or make a disturbed destiny for nations and governments. Hereof political decisions are so important, because purposes and political affairs are an important component of power of leading and also growth and development in country and the effect of these decisions and policies are dependent on elite political consultants (Shah Mohammadi, 2008). Therefore, quality and quantity of decisions are very important, because to make and implement a decision, many costs are used in terms of time, financial and human sources and its results can be more sensitive. In the following, policies are the result of consulting with policymakers or decision makers with elite consultants or those who are in the place of elite consultants and the quality of these programs and strategies can be changeable by various political consultant. Therefore, concerns of the present study are role and performance of consultants including political consultants in constructing, management and decision implementation and programs. Because as it is mentioned above, growth and development of country and also popularity, survival and durability of individuals or vice versa depends on performance, ability, and

strategies of Consultants' think tank including political consultant. In the following issue and concern of this study this question will happen that what are the features of a political consultant and in the following how can a political consultant play a role in the growth or decline of policies in the country and the subsequent repetition and survival or non-survival of micro and macro policymakers and politicians? In the following, thesis of this study is that in Islamic Republic of Iran They are consulted at various management levels, including micro and macro. Therefore, competency, specialty and relevant college education and etc. are needed. Also, political consultant can have a major role in growth and success of politics in country and survival of individuals and officials or vice versa, because most of the issues and decisions have political aspect and solutions and in fact are related to politics and just "elite political consultant" can compile a perspective and strategies to solve the problem of officials or individuals seeking power and given power and can theorize easily and give solutions. Also, choosing consultants via relatives-centered, friend-centered, ethical and band centered can have important role in quality of choosing political consultant. In this study consultants with political consultant centric is considered as an independent variable and also, growth, development and popularity, survival of individuals and policymakers are considered as dependent variables. Also, relatives centered, friend-centered, band centered vision in choosing political consultants as the third variable have the role of interfering variable which these three variables on relationship of trilateral aspect can lead to success of policies, consistency of survival of official management, success in competitions of election, ultimately balance, development and prosperity for country and vice versa can happen in the country. In the following, the importance of the study is role of consultants including political consultants should consider completely specialized, because

every big event first must be decided by qualified people and visions and necessary strategies are compiled and designed then become successful in implementing decisions, as every political decision in country can have an effect on destiny of a nation or many people. In the following innovations or importance of study is that single term of many representatives or inefficiency of ministers or successive crises during the presidency and... are known as related to damages of representatives with politic consultant centered and specialty. The second innovation is that institutions and the executors of different fields know each other quite closely, as weakness in political consultant causes a wrong decision, and even the best executors can't implement these wrong decisions very well. In the following, in this regard, not much researches have been done on this subject therefore this study can be an introduction for next researches and a stimulus for considering on existence of efficient political consultants alongside individuals and policymakers.

Study method

In this study, documentary and library tools are used to collect data and in the following descriptive and analytic are used. Also, data are analyzed qualitatively.

Place of consulting in history and its importance in modern world

Consulting of a manager, high-ranking official and etc. in their tasks and planning shows high ability of the person. In fact, a wise and capable person knows in a world which people are connected and need each other, one knows more and one knows less, one is more capable and one is weaker, one has traveled more and is more mature and one less, and finally one experienced more and one less. And all of them means tact strategies should be done by wise and the world-seeing and mature people of every work, science and practice. Hereof in policy letter it is said "one trunk tact is like a

powerful man and two trunk tact is like power of two men and multiple tact is like power of several men" therefore it is obvious in intelligence, tact, and power and most issues group activity and consulting can be helpful (Nizam ol Mulk). In this regard, the Holy Quran introduces action and decision-making as one of the important characteristics of Islamic societies based on consulting and management of society. In the following holy Quran says " Their matter is shura between them " as one of the features of believers means whose affair is consultation among themselves (Shabani, 2011).

In the following of history of policy and political plans, is council history and consultation. For instance, Agora in Greece and Medina at the time of the Prophet Mohammad and also popular kings of Iran are examples of role and importance of consultation in different duties and plans. In fact, Athens centered on the Agora was a sample of consultant centered regime which people consulted different issues. In the following of, importance of place of a consultant, the most famous philosophers in ancient Greece considered themselves as consultants, as Plato was for a time in Syracuse, consultant of king Denis II. Aristotle was in place of a consultant and advising of Alexander the Great (Vahid,2009).

In the current world considering evaluations often can happen based on feelings and excitements, importance of consultation is apparent. In fact, often there is no powerful and focused reason, therefore most of the decisions can be made based on the reasoning foundation and this important case, shows the need for wise consultants alongside micro and macro decisionmakers (Sar Zaeem, 1396). In the following, increasing speed and wonderful technologies and new facilities in human life have affected most of social issues. And this is a reason for knowing and having skills in different sciences and various affairs. In fact, managers can compete in this

complex world just when they benefit from consultation of capable consultants (Dokanei Fard, 2008).

Theoretical framework

The word "elite" means selection and its initial meaning is for expressing the quality of a product or something with high grade of quality. In fact, elites of each society usually take intellectual and political leadership. Parto believes elites including those have high ranking wisdom, competence, skills and etc. Parto also says the reason of inefficiency of political actors is lack of elite circulation. In fact, when policymaker elites who are the main actors of power, because of inefficiency which can have various reasons they are not welcomed by the people and the elites are not marginalized and set aside elites' circulation has happened. He expresses if in power elites can't attract the lower level of society, the lack of balance will happen in the country. In fact, when superior people would have been in the lower level and inefficient people or those who are not interested in efficient changes or don't use consultations of lower elites as a consultant, the country and its construction will face many problems including lack of balance and stability. Mosca also defines elites as people who have a prominent position in their society, because of their acquisitive, innate and inherent privileges rather than others (Azghandi, 2009). In the following, Sariolghalam with the effects of Parto believes elites centered approach is the only way of development. He also believes development of countries like China, Singapore, South Korea, Malaysia and etc. is the result of using this approach. In fact, he knows this approach as a mean of entrance of the bests in political field and decision making. elites centered approach has an important message for the developing world and this and that message is deep and profound transformation in government, institutions and etc. which means who makes the decisions? Who decide? And who manage? He divided elites into two

categories: intellectual and instrumental, instrumental elites are master of political and economic power who have intellectual power too and intellectual elites are those who provide thought, thinking, theory futurism and perspective. And in the following correct organizing of them are one of the important principles of development of each country (Sariolghalam, 2015). Also in a paper, Mohammad Salar knows elite as mean of selected, the best, and the most complete of whatever which has the ability of organizing and intellectual leadership (Salar, 2004). Then Machiavelli knows elites as the only one who can determine wickedness and problems of the country, he also says everyone doesn't have the power of perspicuity and recognition of issues and if elites don't determine issues, they grow so large in a way they will no longer have a cure (Machiavelli, 2014).

The second lecture

Think tank of elite consultant in developed countries

In fact, each social system is made from components. And a system can continue its work in terms each component does its task correctly. Therefore, economic part must provide economical needs, political part involves people or answer to political needs of society and cultural part follow training generations and reminding culture in the past and etc. if components look for discussions outside of the program, the system can't change and transform and damage in one part can hurt other components. Therefore, capable systems need a kind of harmony and this harmony won't happen unless in each situation each person would be in his/her position based on his/her ability and in continue the best and the most capable elites will be used for consultation in every field (Azghandi,2009). In a country when politics are taken and implemented correctly, in fact, that country could use two concepts of "time" and "efficiency". Maybe these two words do not have much usage in developed or

developing countries, but developed countries, training, social justice, health. Science and technology, and other short term and long term progresses and national and international depend on correct timing and efficiency (Sariolghalam, 2015). Therefore, one of the tools and actions which can prevent from "action before thinking" is creating a think tank. Because these rooms can be included from consultants of one or several fields and they must provide intellectual and executive support from policymakers. In fact, duty of consultants' think tank is solving problems, thinking, and transforming the thoughts to policymakers (Tabarsa & Dehghan, 2010).

In the followings, consultants' think tank which they are working in various fields including political, economic, social, security, industry and futurology and etc. and in fact, have important role in policymaking of the united states and the united states is the first country that owns the largest number of circles or consultants' think tank who work in various fields (Tabarsa & Dehghan, 2010). Formal actors in the United States are involved in the decision-making phase, and informal groups, or consultants, get into the decision-making phase. Think tanks of the United States effect on decisions directly and indirectly. For instance, they can work as expert consultants on presidential and other elections, such as congresses, or to conduct training and political seminars with high-ranking officials or to prepare political reports (Ansari, 2019). Also, think tank or consultants' room in Australia is mostly including college specialists. Also, university has an important and constructive role for choosing consultants in Turkey. In China most of the policies made against the United States is the result of consultant's thoughts in think tank and etc. (Tabarsa & Dehghan, 2010). Therefore, in democratic and advanced industrial societies there are many elite maker institutions which they act completely specialized in their work and in fact, parties, presses, universities and

legislative assemblies and etc. each of them has a very important role in elite maker institutions (Azghandi, 2009). Also, in western countries they play a more important role in consultants' circulation and think tank and in fact, duty and their job are not encouragements, rather, it is challenging the strategies of a political institution. Therefore, in west the role of a consultant can be more important than the role of a minister, because the job of a consultant is specialized and scientific and a consultant is eyes and ears of a policymaker (Borujerdi, p17).

Think tank of elite consultants and political consultant in Islamic Republic of Iran

Political decisions which are made by officials, could be successful or failed, because situations, especially political situations are always changing and those decisions which assess the situation well can be successful. In fact, decisions of officials are strategic and important decisions that whether can be the bedrock of the welfare of the people or can cause helplessness of the country and people. In decision making, there are very important information and in fact, knowledge and information are two important principles in a reasonable decision (Jafarian, 2013). In fact, the rate of growth and success of the country, followed by the well-being of the people, depends on how and with what speed and quality a reasonable and comprehensive agreement and decision can be achieved.

In the following in Islamic Republic of Iran most of the decision makings had and have political aspect. Also, a wise political consultant can easily throw forward his/her supported presidential or parliamentary candidate rather than other candidates, because they exactly know when is the best time for which speech and what kind of actions are appropriate to do. Therefore, a politician usually doesn't need easy guidance which everyone can express, rather they need to those who are expert and qualified and

have required specialization. In fact, existence of a political consultant alongside the one who is thinking of taking an important position such as the presidency, it is so important that before any action, s/he should choose his/her consultant, including the political consultant who has an important role in most of his/her statements, decisions and actions (Amini, 2005). Therefore, intellectual elites have important role in acquisition or facilitation of governance and not using of them means we carry an unused treasure (Shaban Poor, 2017). So that, voting or using people with weak thoughts can make a big disaster if strong people take apart in fact consulting with an elite political consultant in their mind happens to solve problems and make qualitative decisions (Dashti, 2007).

In a comparison between current Iran and developed nations it should be declared that in developed countries, think tank and thought field and competitive field are in the frame of law. So that, in Islamic Republic of Iran elites face some issues including conflict, negative competitions and finally eliminate each other and etc. In fact, the social system of the elites in developed countries is expanding and open, but this society in the political atmosphere of the Islamic Republic of Iran is pretty closed and elites don't have much movements and will be last for many years in their positions. Also, making think tank for consultants in current Iran is not derived from acquired abilities but its nature is more different from developed countries of the world. However, the experience of the countries has shown that destiny of their development or nondevelopment of them depends on the elites (Azghandi, 2009). In the current Iran most of those who have executive activities, don't have time for thinking, although they may have good intellectual ability. Therefore, these two fields must be separated from each other, although in developed nations thinking and thought fields are completely separated from each other and some people provide

thought and strategy and others implement them. In fact, in industrial countries official decision makers are in contact with many intelligentsias and they think of next 20, 50 or 100 years in the future, while in Iran many unhammered decisions and policies are made in micro and macro policies that can cause many problems (Azghandi, 2009). Also, in Islamic Republic of Iran there is a severe poverty about think tank of elite consultants and the results have shown that think tanks have acted very weak and there can not find any hope (Rahdari, 2017).

Borujerdi expressed in an interview policymaker must reach this understanding that none of them have enough control over all problems and issues, and their need for a circle of consultants, especially the presence of a political consultants for decisions that are political or have a political aspect, is obvious to everyone. So that, political consultant can identify strengths and weaknesses of each decision or speech or strategy and for development give a reliable vision and sensible programs. He also claims that in the current Iran at the time of choosing political consultant, friendship is more important than abilities. He also believes, political consultant must have required power to prevent from mistakes of decision maker and also, have high competence and qualification, otherwise s/he can't play his/her role properly for the development of the society and the growth and development of the country (Borujerdi, report).

Features of capable consultants

The governance field is a specialized matter, so that the most complex thinking, thoughts, policy makings and etc. are in governance field. It is not the interest of a country which thinking in the field of governance becomes a public affair. Therefore, it must not be in a way that everyone can interfere in this topic, because this field is, the field of using from Rational powers and research and specialized consulting and not single movements (Sariolghalam, 2015). In fact, a council of

capable consultants and elites does not mean going to the votes and getting a majority, but a kind of exchange of votes between the best and getting the best opinions on issues in various fields. So according to there contents everyone can not be consulted, but those who are qualified and competence are consulted

(Shabani, 2011). In the following, strong consultant has some different features in comparison with weak consultant and public people who usually use consulting as a launching pad. These features can be seen in the following table:

Comparison of strong and weak consultants

	Strong consultants	Weak consultants
Self confidence	have high self-confidence and awareness	Have no self-confidence or awareness
Speech and behavior	Have very good behavior and speech	Have weak behavior and speech
Rationality	All of their actions are rational	Decide based on the feelings and atmosphere of environment
Bearing pressure and hardness	have a lot of tolerance against confrontations and hardships	Low tolerance against problems and hardships
patience	Are very patient and wise in decision making	Impatient and without consideration in making decision
Invention and creativity	have a high spirit of invention and creativity	usually have no program or are imitators of others
Personality health	Have reliable and stable personality	Usually have unbalanced personality
Power of decision making	have high decision-making power	Usually have doubt in making decisions
Identifying strength and weakness	Know strength and weakness very well	Are not aware of their recognition
justice	Are righteous in decisions and programs	Usually have weakness in executing justice
major	Have a related major	Without considering to specialty and major are chosen for the job
experience	Have high experience	Ignore experience and knows it ineffective
Criticism	Are constructive and positive critics	Their criticism is usually negative and unconscious
efficiency	are very efficient and concerned	Usually are inefficient and indifferent
Secrecy	Are very trustworthy and reliable	are weak in secrecy and fiduciary
bravery	Know where to be brave and where to be cautious	Don't know the difference of bravery and caution

Discussions, conclusions and suggestions

In the following, foundations of this research reveal that decisions and policies have been

very important from long time ago and developed countries were very sensitive about it, and always were looking for

efficient consultants specially in the field of political issues. In fact, decisions and policy makings had and have a very close connection with the growth and development and welfare of society on the one side and on the other side with the survival, durability and popularity of individuals and officials. Also, even those who are eager to hold a position in middle levels might show special sensibility towards quality, quantity and speed in construction, management and executing decisions, policy makings and programs. In the following the nations in the modern world are developed, have moved in choosing political consultants and expertise-based, because they have realized that politics and political issues can determine many things. Also, people and governments in Iran have used from different consultants for making decisions during its lifetime. In the following features of a capable consultant is expressed means that consultants should be chosen selectively and the field of consulting cannot be considered a public field, because a few people must decide for a large number of population and its result will affect on a policy making in destiny of people and country and those people themselves. In the following it is revealed that in Islamic Republic of Iran method of choosing political consultants are more different from developed nations and superior of the world and it had some problems and as it is mentioned in the future it can cause unbalance and chaos. So that the decision of the political elite with the mentioned characteristics is made exactly at the required time and place, and this decision is very different from the decision of people whose counseling is based on friendship and so on. Political consultant can have a very important role for policymakers or those who are seeking for power, because intentionally or unintentionally politics determines many issues which people of country and policy makers are involved with. As it is said, in this research theories of elites are used. In the following, Parto and other elite theorists,

know elites are completely qualified which the features of capable and weak consultants are noted in the table. Also, Parto says the reason of in efficiency of political actors is stability of people. According to this research, people who can't be more efficient make some decisions for their survival which their effort which has not been worthy of consultation with the political elite. Therefore, these actions are not welcomed by people and doesn't make any transformation. Also, when superior people are in the lower levels for a long time and inefficient people or those who do not want efficient developments or do not use advices of the lower elites as their consultant, the country and the construction will undoubtedly face many problems and in fact, an imbalance will happen. This research is seeking the relationship and ratio of the main question with three mentioned variables and considers theories of elites. In the following, the political consultant is considered as an independent variable and the growth, development and progress of the country, as well as the survival, durability and repetition of individuals, officials, representatives, etc. in the position considered as dependent variable. In fact, positive aspect of this approach is that the features of personal political consultant including efficiency, specialty and wisdom in political topics and have all of the features of above table, despite these conditions, good events are happening for the country and the people. But if the consultant doesn't have above features there will be no positive and successful aspect for the country and people. Therefore, a good political consultant can design and manage decision, vision, and good strategies for country and people and weak consultant does this process vice versa. But in the meantime, the third variable which is effective on the positive or negative efficiency of a consultant, can change the scales in favor of a positive or negative aspect in the quality of choosing consultants. So that in Islamic Republic of Iran usually a political consultant

is selected based on different cases including band centered, tribal and relative's relationship and friend centered, so that selecting a political consultant in this way will bring several issues due to the sensitivity of decisions and reactions that can cause any program, and its result is that many of the politics have not been successful. In fact, unbalance in a country which intelligentsias of elite theory including Parto are pioneer, happen that elites are inefficient in playing their role and create a closed space and as a result, more qualified people cannot play the role of elite and skilled political consultants alongside policymakers. Therefore, if these three variables make a positive relationship in an appropriate and qualified relationship in choosing a political consultant, move on from a friend-centered to a worthy-centered, from a band-centered to an experience-centered, and from a relatives-centered to an expert-centered, good events can happen and people will face failure less, otherwise due to the large volume of issues and subsequent decisions, we will see the decline of policies and the decline of popularity and non-repetition of people in the future. As a result, considering to the question of the research and the theory which is used in the research, the author has achieved this conclusion that foundations have harmony with theories and involved people, related institutions and interested may do more researches about this topic to lead this trilateral aspect to a positive direction. In the following a point that can show a difference between this study and other papers is that in the considered literature, less attention is paid to the topic of political consultants. In fact, many authors have written subjects but discussion of political consultant and its importance on that policy making and the role which the third variable of this paper can play hasn't considered much and this can be one of the differences in research with other papers and topics.

In following there are some suggestions for this subject:

1-Considering a filtered procedure and institution for selecting efficient political consultants.

2- Never use an economic consultant or ... instead of a political consultant, except where the two or more consultants or more are required.

3-In choosing political consultant change direction from the band and friend-centered and etc to competence and efficiency and expertise and etc.

4- The process of choosing a political consultant in developed nations should be studied more seriously.

References

1. Nizam-ol-Molk, Khajeh, 1976, Policy Letter by Hubert Dark, Third Edition, Tehran, Book Translation and Publishing Company
2. Bizerman, Max and Moore, Don E., 2017, Managers and Challenges of Decision Making (Introduction to Decision Psychology and Judgment), translated by Ali Sarzaim, sixth edition, Tehran, Gorgden Publications
3. Sari al-Qalam, Mahmoud, 2015, Rationality and Development of Iran, Eleventh Edition, Tehran, Farzan Publications
4. Shabani, Ghasem, 2011, Fundamental Rights and the Structure of Government in the Islamic Republic of Iran, 42nd Edition, Tehran, Information Publications
5. Azghandi, Alireza, 2009, Iran's Political Elites Between Two Revolutions, Fourth Edition, Tehran, Qoms Publications
6. Machiavelli, Niccolo, 2014, Shahriar, translated by Mahmoud Mahmoud, third edition, Tehran, Negah Publications
7. Amir al-Mu'minin, 2007, Nahj al-Balaghah, translated by Mohammad Dashti, second edition, Pardisan Publications
8. Vahid, Majid and Amanpour, Mohammad Taghi, The role, importance and

position of consultants in policy makers and managers with a case study of Tehran Center for Studies and Planning, Politics Quarterly, Volume 39, Number 2, Summer 2009

9. Dukanehi Fard, Farideh and Shafiabadi, Abdollah and Pasha Sharifi, Hossein, Personality and Demographic Traits of Successful Counselors from the Perspective of the Society of Counselors, Volume of Thought and Behavior, Volume 3, Number 10, Winter 2008

10. Amini, Mohammad Sadegh, The Role and Position of Political Advisers in the Election Campaign, Report Magazine, Issue One Hundred and Sixty-Four, June 2005

11. Malek Jafarian, Ruhollah, Review of theories related to the decision-making process and strategy selection, Social, Economic, Scientific, Cultural Monthly of Work and Society, No. One Hundred and Sixty-two, Fall 2013

12. Dehghan, Nasrin, The Think Tank and Its Position in the Organization, Tadbir Quarterly, Issue Two Hundred and Eighteen, Summer 2010

13. Ansari, Mehdi, The Think Tank and Decision-Making Process in US Foreign Policy, International Journal of the United Nations, Volume 4, Number 46, Fall 2017

14. Shabanpour, Mohammad, Recognition of intellectual elites and their practice in post-revolutionary Iran, Bimonthly of Research in Arts and Humanities, Second Year, Issue 1, Spring 2017

15. Salar, Mohammad, Elite Pathology, Islamic Revolution Thought Quarterly, Issues 11 and 12, Fall and Winter 2004

16. Rahdari, Alireza and Nasr, Mostafa, Challenges of the think tank in Iran, Journal of Management and Development Process, Volume 30, Number 2, Summer 2017

17. Baird, Julia, The Role of American think tanks in thought-making, translated by Aziz Shah Mohammadi, Quarterly Journal of Intercultural Studies, No. 6, Summer 2008

18. Boroujerdi, Mehrzad, Interview, Iranian Politics Newspaper, Reporter, Ali Malihi