Human Kinetics
BOOK REVIEW

Research Handbook on Good Governance

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The *Research Handbook on Sport Governance* has 28 chapters from 47 contributing authors and is divided into seven sections: "Principles of Good Governance in Sport," "Systemic Sport Governance," "Relationships Governance in Sport," "Sport Event Governance," "Sport Governance and Business Implications," "Sport Board Governance," and "Reflections."

   Part I, "Principles of Good Governance in Sport," has seven chapters (Chapters 2–8) under the theme of organizational governance. In Chapter 2, the authors provide approximately 60 governance frameworks from various sources from private/public sectors to national/international entities) and suggest three criteria for their assessment and comparison: enforcement, conceptual scope, and operationalization and measurement. These frameworks suggest that "good governance" of sport organizations should include such principles as transparency and democracy, which are consistent with those suggested by other researchers (e.g., Henry & Lee, 2004; Lam, 2014). The author of Chapter 3 introduces the Sports Governance Observer Index (SGOI) with 36 indicators as a measuring tool for evaluating good governance in international sport organizations. These indicators are not perfect and they should be adjusted based on the research environment (e.g., the size of the organization). Thus, the author stresses the importance of reliability and validity when selecting those indicators, as well as the legitimacy and functionality when constructing measuring instruments with them. In the Chapter 4, the authors discuss in detail their project "Support the Implementation of Good Governance in Sport," which measures four good-governance principles (integrity, autonomy and accountability, transparency, and democracy, participation, and inclusivity) that aim to help national Olympic committees and national sport federations implement good-governance principles. While compulsory external audits are not practical (e.g., high cost), the authors conclude that a self-evaluation tool is by far the most important step to better governance of international and national sport-governing bodies (SGBs). In Chapter 5, the authors introduce the 20-item SATSport (Self-Assessment Tool for Sport Governance) to help leaders in grassroots sport organizations better adapt their management practices, such as how to prioritize their actions, how to advocate reforms, and how to adapt to new circumstances. In Chapter 6, the author emphasizes the important role of culture and its impact on the meaning and practice of good governance. He asserts that although there are universal definitions of governance in the culturally diverse world of sport, their conceptual and practical values remain highly questionable. In Chapter 7, the authors offer another crucial component in

organizational sport governance—the code of ethics—and illustrate Rest's (1986) model of ethical behavior (e.g., good governance), which requires four psychological processes: moral sensitivity, moral judgment, moral motivation, and moral character. After examining 35 international Olympic sport federations, they conclude that ethical codes together with a solid ethics-training program, as well as an effective and credible ethics committee, are necessary to secure good governance in SGBs. In the final chapter of this section, the authors depict the intersections between governance and social responsibility in sport, which diverges from the integrative approach to social responsibility found in seminal work on corporate social responsibility (e.g., Carroll, 1979, 1991) and current industry measures. They provide a chart to identify instrumental and integrative views of social responsibility in sport and show how the role of governance (to provide foresight, oversight, and insight) relates to social responsibility.

Part II, "Systemic Sport Governance," consists of four chapters that demonstrate the multiplicity of sport-governance systems in diverse international settings. The author of Chapter 9 discusses a few governance studies in Lithuania, a country that is only 3 decades old. These studies include the examination of the organizational performance, good-governance concept implementation, partnerships and networking of national sport federations, and the performance audit and implementation of sustainable funding of local sport entities. In Chapter 10, the authors provide a historical background of sport governance in China before 1949 and explain how the revolution and reformation of sport governance in China are linked to politics (e.g., Chairman Mao's ideology, the Cultural Revolution, and state control). They also point out that the Chinese government has shifted its focus in 2014 from using sport as a platform for nationalism and patriotism to the economic value of sport. The authors of Chapter 11 introduce a new institutional theory: "organizational legitimacy." They argue that most national and international SGBs possess regulatory legitimacy in sport, but cultural legitimacy is more relevant in analyzing the governance of "action sports." For this reason, the authors examine cultural legitimacy in three action sports (snowboarding, skateboarding, and climbing) and conclude that it is crucial for the survival of international action-sport organizations to establish cultural legitimacy. The authors of the final Chapter in this section state that the governance system of the International Paralympic Committee remains largely unknown and underresearched, and they reveal that the institutional dynamics of the Paralympic Movement experienced significant transformations: Stage 1 (1989–2001), from a disability-based movement to a sport-based movement, and Stage 2 (2001–2017), autonomy and self-sustainability of Paralympic sports.

Part III, "Relationships Governance in Sport," includes three chapters. In Chapter 13, the authors provide a theoretical framework to analyze and understand the governance of interorganizational sport networks (IOSNs). They introduce three forms of governance of these networks (participant-governed network, lead organization–governed network, and network administrative organization–governed network) and connect them to four structural network contingencies (density, size, goal consensus, and level competencies) that can be used to predict network effectiveness. The authors of Chapter 14 discuss the subject of collaborative governance in sporting networks with a concentration on the federal model of sport governance, and they illustrate the key issues and barriers to effective governance. Since trust and leadership are the two major elements that make up the