

Towards Gender Equity in Sports Management

Report of the European Symposium on
Gender Equity in the Management and
Governance of Voluntary Sports
Organisations

Leeds, England *14th-16th May 1999*

Report Editor: Mel Welch



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as part of its Eurathlon programme

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LEEDS METROPOLITAN UNIVERSITY

European Symposium on Gender Equity in the Administration & Government of Voluntary Sports Organisations

This Symposium was held at the Chevin Lodge Hotel, Leeds on 14th-16th May 1999. The Symposium was organised by the Federation of Yorkshire Sport and the School of Leisure & Sports Studies at Leeds Metropolitan University, and brought together selected senior sports administrators from a range of national and international sports organisations from throughout Europe.

The aims of the Symposium were as follows:-

- To review the personal and cultural difficulties that inhibit women from playing a full role in the organisation and management of national and international sports federations
- To identify practical solutions to help to solve the problems

The main objectives were:-

- To identify the current situation that has led to an imbalance in the number of women in senior positions (both professional and voluntary) in national and international sports federations.
- To receive personal accounts of difficulties that have been encountered and solutions that have been adopted by individuals in overcoming these difficulties.
- To exchange information regarding good practice currently adopted in various organisations.
- To prepare advice and recommendations for individuals and sports organisations to try to redress the imbalance, and to enable women to play a greater role in the organisation, management and government of national and international sports federations.

THIS SYMPOSIUM WAS SUPPORTED BY A GRANT FROM THE EUROPEAN COMMISSION AS PART OF ITS EURATHLON PROGRAMME.

Delegates to the Symposium

Name	Organisation
Mr. Keith AARON	Federation of Yorkshire Sport
Mrs. Joyce BUCKLEY	European Squash Federation (retiring President)
Ms. Rebecca CLEAR	Central Council of Physical Recreation
Dr. Gudrun DOLL TEPPER	President - International Council of Sport Science & Physical Education
Mrs. Sue FOSTER	Executive Member - Federation of Yorkshire Sport
Mr. David HEDDON	Sport England - Yorkshire Region
Ms. Ann HOGBIN	Commonwealth Games Council for England
Ms. Sally HOLDSWORTH	International Tennis Federation
Ms. Guro A. JOHNSEN	Norwegian Olympic Committee & Confederation of Sports
Ms. Becky KENT	Leeds Metropolitan University
Ms. Rosemary LEACH	Sport England - North West Region
Ms. Julia MARKHAM	Amateur Rowing Association
Ms. Joanna MASTORA	Foundation of Olympic & Sports Education (Athens)
Ms. Becca MATTINGLEY	Sports Council for Wales
Mr. Patrick MIGNON	National Institute of Sport & Physical Education (Paris)
Ms. Sheila MORROW	Sport England
Ms. Lisa O'KEEFE	Women's Sports Foundation
Mr. David OXLEY OBE	Central Council of Physical Recreation
Ms. Margit SCHREIB	German Olympic Committee
Ms. Deena SCORETZ	International Council of Sport Science & Physical Education
Ms. Vicky SCOTT	Salts Grammar School, Bradford
Prof. Sheila SCRATON	Professor of Leisure & Feminist Studies - Leeds Metropolitan University
Ms. Joanna SHELDON	English Basketball Association
Ms. Liana STOICESCU	Federation Internationale de Football Associations
Prof. Margaret TALBOT OBE	Head of Sport at Leeds Metropolitan University & President of the International Association of PE & Sport for Girls & Women
Ms. Julika ULLMANN	International Association of PE & Sport for Girls and Women
Mr. Mel WELCH	Federation of Yorkshire Sport & Carnegie National Sports Development Centre at Leeds Metropolitan University

DELEGATES TO THE SYMPOSIUM

Ms. Lindsay WILSON

Sheffield Hallam University

Summary of Symposium

FRIDAY 14th May 1999 - SUNDAY 16th May 1999

Welcome to the Symposium

Mr. David Oxley, Chair of the Central Council of Physical Recreation (CCPR), welcomed all delegates. He stressed the need to enable more women to participate at the highest levels of sports administration and management, both at national and international level. *(The CCPR is the largest organisation of voluntary sports federations in Europe with over 250 member organisations representing national governing bodies of sport in England and the United Kingdom.)*

Introduction to the Symposium

Mr. Mel Welch, Secretary of the Federation of Yorkshire Sport, welcomed all delegates on behalf of the Federation and enabled all delegates to briefly introduce themselves.

Prof. Sheila Scraton, Professor of Leisure and Feminist Studies at Leeds Metropolitan University, welcomed delegates on behalf of the University. She stressed the leading role that the University was playing in many of the areas that would be discussed during the course of the Symposium.

Introductory Address

Prof. Margaret Talbot, Head of Sport at Leeds Metropolitan University and President of the International Association of PE and Sport for Girls and Women (IAPESGW), gave the introductory address. *(A full report of this presentation is contained later in this document.)*

Sport England

Mr. David Heddon, Regional Director of Sport England, gave a brief overview of the work that his organisation is undertaking in this area, and expressed best wishes for the remainder of the Symposium.

Evening Reception and Dinner

Delegates were joined for dinner by **Mr. Peter Smith** of the City of Leeds Sports Development Unit. This occasion gave delegates the opportunity to get to know each other and to exchange further information regarding the issues under discussion.

Plenary Session - The Role of the Individual

Prof. Sheila Scraton introduced this session by calling upon some delegates from the Conference to give a brief presentation of their own personal background and experiences,

SUMMARY OF SYMPOSIUM

and how they had themselves achieved a senior position within their organisation. The delegates who made presentations during this session were:-

Mrs. Joyce Buckley - retiring President of the European Squash Federation (WSF).

Mrs. Sue Foster - Executive Member of the Federation of Yorkshire Sport and Chair of the Yorkshire Schools Badminton Association.

Ms. Julika Ullmann - Vice President of the International Association of PE and Sport for Girls and Women, and Vice President of the Lower Austria Sports Federation.

Miss Joanna Sheldon - International Administrator for the English Basketball Association (EBBA).

Reports of all these presentations are contained later in this document.

Workshops - The Role of the Individual

Delegates separated into three groups to discuss and explore issues related to the individual, including barriers, catalysts and solutions, and sought to provide advice and guidance for future good practice.

The reports from the individual groups were presented by **Dr. Gudrun Doll-Tepper, Prof. Margaret Talbot** and **Mr. Mel Welch**. *(These reports are contained later in this document.)*

Plenary Session - Organisational Culture

This session was chaired by **Mr. Mel Welch** and comprised presentations regarding inherent cultural difficulties within selected voluntary non-governmental organisations, and the programme and techniques which have proved helpful in overcoming them. The projects that were presented to the delegates were as follows:-

Facing the Challenge - Women and Sport from Brighton to Windhoek

Prof. Margaret Talbot introduced the publication by the UK Sports Council (UKSC) of the strategies being advocated to implement the resolutions adopted by the International Conferences on Women and Sport held in Brighton, England and Windhoek, Namibia.

The Norwegian Women's Project

Ms. Guro Johnsen of the Norwegian Olympic Committee and Confederation of Sports gave an outline of the present situation in Norway with regard to participation and management of sport by women, and introduced the new publication which aims to significantly increase the number of female managers involved in the organisation of sport in Norway.

Women's Sport and Physical Activity - Sharing Good Practice

Ms. Deena Scoretz, of the International Council of Sport Science and Physical Education (ICSSPE), introduced the publication presently being produced by ICSSPE with the support of United Nations Educational, Scientific and Cultural Organisation (UNESCO).

Reports of all these presentations are contained later in this document.

Workshops - Organisational Culture

The delegates separated into three groups to discuss and explore issues related to organisational culture in national and international sports organisations. They sought to identify barriers, catalysts and solutions and provide advice and guidance for the future. Reports from these Workshop sessions were then provided to the Plenary Session by **Ms Rebecca Clear** of the CCPR, **Ms Rosemary Leach** from Sport England, and **Mr. Mel Welch** of the Federation of Yorkshire Sport. *(These reports are contained later in this document.)*

Summary of Discussions

The Plenary Session received and endorsed the reports presented from the Workshop sessions and adopted them as findings of the full Conference.

Review of Conference and Plan for Future Action

Prof. Margaret Talbot reviewed the Conference and presented recommendations for further action which were endorsed by the Conference. *(A report of this presentation and a summary of main recommendations are contained later in this document.)* All delegates shared the view that the Conference had been of considerable interest and value, and had enabled them to exchange information with colleagues from other organisations which would prove very helpful in the future, both on a personal and an organisational basis.

The Conference expressed the wish that the report should be made widely available and thanked the Federation of Yorkshire Sport, Leeds Metropolitan University, and the European Commission for making it possible and successful.

Introductory Address

Women and Sports Leadership : Issues and Challenges

*The Introductory Address was presented by **Professor Margaret Talbot, OBE, PhD**, Head of Sport at Leeds Metropolitan University and President of the International Association of PE and Sport for Girls and Women.*

ISSUES

- Under-representation of women at all levels and in almost all areas of sports management and administration;
- % of women in leadership roles does not reflect % of women participating in sport;
- International Olympic Committee (IOC) has set targets of 10% women in executive boards of National Olympic Committees by 2000; 20% by 2005;
- Brighton & Windhoek Conferences, as well as English Sports Council (ESC) Working Group on Women & Sport, have identified this issue as crucial for women's development in and through sport.

FACTORS - Women as Individuals

- Women may lack confidence to stand for election and may have no 'insider' support;
- Women may lack experience of national or international work - no experience means no opportunity - a vicious circle;
- Women more than men are overloaded with work and family as well as sport commitments;
- Women on average have less time and personal spending money and are less able to be away from home for extended periods.

CULTURE - Some Myths about Women in Sports Management

- “There are no women of sufficient ability to administer and lead sport”
- “Women 'don't want' these positions - they are unwilling to commit themselves”
- “Women won't apply or stand for positions”
- “We appointed a woman once and she was a disaster” (hence women fail as category, whereas men as themselves)
- “The best people get elected - cream rises to top”

THE CULTURE OF SPORT

- Sport is more conservative than almost all other areas of public life in recognising the valuable contribution that women can make.
- Sports organisations (especially Non Governmental Organisations (NGOs)) are inherently resistant to change.
- Lack of accountability of voluntary and honorary officers means they spend long periods in office and develop a stakeholding culture.
- Constitutions, meeting and budget cycles may be used to prevent change.
- “Deep down they resent the successful women athlete, and therefore make their lives in sport very difficult.”
- “Sports are selected that are 'suitable' for women.”

CHALLENGES FOR THE FUTURE

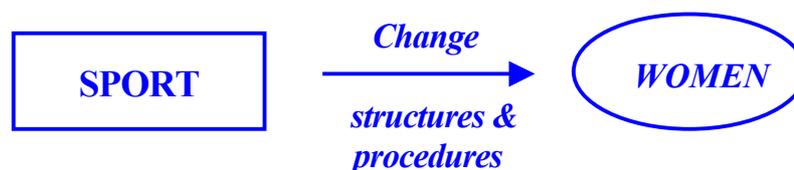
- Sport organisations (even at national & international level) fail to recognise the issue of gender equity as their problem.
- Women frequently are forced to work from outside, in marginal positions with a poor power base;
- Women’s sport, and women’s sports achievements, frequently are undervalued.

MODELS FOR CHANGE

Conventional Model - 'getting more women into sport'



Change Model - making sport more woman-friendly



WAYS FORWARD - POSSIBLE APPROACHES

INTRODUCTORY ADDRESS

- Use Brighton Declaration & Windhoek Call for Action, ESC Charter, Oslo recommendations, IOC targets, Beijing Platform for Action, as levers - especially when NGOs or Governmental Organisations (GOs) have endorsed them;
- Government funding for sports bodies may be made dependent on commitment to gender equity or social justice;
- Allies in other government/NGO sectors - women's affairs, justice, health, education may help to support change.

EUROPEAN WORK ON WOMEN AND SPORT

- aims & strategic goals for gender equity
- audits of women in executive positions
- Visibility in ESC groups & committees
- European seminars & conferences
- share experiences - Brighton 1994, Windhoek 1998, Montreal 2002; International Working Group on Women and Sport (IWG)
- ongoing pressure within European sports structures

WAYS FORWARD - POSSIBLE ACTIONS

- Capacity-building for women (confidence building, managing single-sex organisations, shadowing, mentoring, technical expertise, knowledge of sports governance, politics);
- Challenge myths - "ask why & change it";
- Knowledge is power - facts, statistics and research can all be used
- Use of IOC directives to NOCs: use Non-Governmental Organisations (NGOs) to advocate and exert influence

STATEMENTS AND COMMUNIQUEs ARE POWERFUL LEVERS, BUT

- Communication between sport agencies is poor;
- Sport development workers rarely know allies, or how to influence policy;
- NGOs & international organisations have little contact with grassroots part
- Limited influence at political, decision-making level - There are GO & NGO tensions;
- Sustainable communication structures are needed

SUPPORT SYSTEMS

The following support systems could prove to be valuable:-

- Local & national women's networks - the education sector traditionally offers support and research;
- International women's sport movement - International Working Group; Commonwealth Games Federation (CGF) Committee for Women; IOC Women's Committee;
- International organisations and agencies including:-
 - International Association of PE & Sport for Girls and Women (IAPESGW)
 - WomenSport International (WSI)
 - ICSSPE, including the International Council for Physical Education and Recreation - Sport and Dance (ICHPER-SD)
 - African Women in Sport Association (AWISA)
 - Women's Sports Foundation (USA) (WSF)

BENEFITS FOR SPORT

- Talent of whole population is used to benefit management of sport, not only 49%;
- More balanced perspectives and views;
- Investment in women's sport pays higher returns - social benefits, international success, family life;
- Better sport for women is better sport for everyone!

DYNAMICS OF EXCLUSION

- *"Tennis is for rich men's daughters"*
- *"...our families believe women are meant to stay at home and make good mothers and wives (sic)."*
- *"Other sports are very male dominated. It is appalling that 3 Commonwealth Games sports are for men only." (weightlifting, boxing, wrestling)*
- *"It (sport) is a system of power based on gender." (Jennifer Hargreaves, 1994)*
- *"The longer men practically and ideologically appropriate an activity, the more difficult it is for women to take part." (Jennifer Hargreaves, 1994)*
- *"National sports organisations see any necessary changes as coming from the women themselves." (Whitson & Macintosh, 1989)*
- *"Give me a lever and somewhere to stand and I can move the world"*

EQUALITY = QUALITY

The Role of the Individual

Address by Mrs. Joyce Buckley - retiring President of the European Squash Federation

Among the main points identified were the following:-

- In the 1980s, there were some 15 million squash players world-wide, with approximately 9 men for every 1 woman player.
- There were separate International Squash federations for men and women but the rules of play were set by the men's association.
- Officers of the Women's International federation had to ask **permission** to sit (at the back) to listen to the meetings of the men's federation.
- Eventually a joint International Federation was established with a Women's Committee, later changed to a **Development** Committee
- The new structures now include a **World Board** with a President (who is a woman) and a Woman Vice President and 2 x Men Vice Presidents
- European Championships now involve **Mixed** teams
- There is a chance for medals for some 'small' countries in the women's competitions.
- Mrs. Buckley's election as European President was opposed and was somewhat traumatic, although successful.
- No Personal Barriers were encountered but women were clearly in the minority. The **Positive side** of this is that **being** in a minority means get noticed.
- Adopted philosophy to meet, interact with and watch players and coaches. (The all 'male' committee **did not** even watch the matches in old days.)

Address by Mrs. Sue Foster - Executive Member of the Federation of Yorkshire Sport and Chair of the Yorkshire Schools Badminton Association.

Among the main points identified were the following:-

- Mrs. Foster uses a range of skills and attributes to make an impact:
 - friendly
 - fun
 - laughter
 - competitive
 - companionship
 - action
 - excitement
 - intrigue
 - unpredictable
- Dislikes those who get in the way or overlook the fact that a woman may be the number one person in the organisation, and automatically refer to a man in the group whenever a viewpoint or decision is needed.
- Committees can become hindered by 'Red Tape' and Bureaucracy
- 'Language' is a barrier - keep the communication simple.

Address by Ms. Julika Ullmann - Vice President of the International Association of PE and Sport for Girls and Women, and Vice President of the Lower Austria Sports Federation.

Among the main points identified were the following:-

- Ms. Ullmann is an ex-gymnast and swimmer who took up coaching and at 23 years of age became Young Persons Official for Women's and Girls' Sports in Lower Austria.
- Now is Head of hometown sports club (1500 members) and Vice President of the Regional Sports Federation.
- There is only one woman President in the 53 national sports federations in Austria.
- The Board of the Regional Sports Federation for Lower Austria has only one woman member (Ms. Ullmann as Vice President).
- Men often have **time flexible** management jobs which makes them more able to manage their availability. Women are less likely to have such opportunities.

ROLE OF THE INDIVIDUAL

Address by Miss Joanna Sheldon - International Administrator for the EBBA.

Among the main points identified were the following:-

- Ms. Sheldon was General Manager of a leading Men's Basketball Club playing in European Cup competition.
- It is essential for a woman to become an expert. Learn the rules of the sport very well (both playing rules and administrative rules). This gives credibility and acceptance, which would otherwise be hard to achieve.
- Many men feel nervous, shy, or unsure of how to behave with women on the committee. They may react in various ways, e.g. inhibited, gracious, caring, or macho. Women can use this uncertainty to their advantage.
- Women are generally very good at public relations and can do that job better than most men. It is a good way to gain credibility.

Individual Skills - Workshop One

Report by Ms. Deena Scoretz - International Council of Sport Science & Physical Education

Among the main points identified were the following:-

Barriers to Participation in sport and involvement in Sports Administration include the following:-

- Historical Factors
- Language and jargon of the sport
- Ignorance of the ability of women to make a meaningful contribution
- Lack of good Role Models
- Prejudice

Fundamental barriers to be overcome include:

- traditional roles especially related to children
- time
- money
- Sport structures
 - schools
 - clubs

Possible solutions include:

- Prove self ability
- Identify ways of sharing qualities
- Provide education
- Establish support groups
- Develop social clubs with involvement of families
- Recognise qualities

Individual Skills - Workshop Two

Report by Professor Margaret Talbot - Head of Sport at Leeds Metropolitan University and President of the International Association of PE and Sport for Girls and Women.

Among the main points identified were the following:-

The 'Gender Paradox' promotes an initial reluctance to come forward. This is related to the fact that women in general are:

- more likely to have a fear of failing
- reluctant to take credit for own achievements
- more willing to admit mistakes
- more willing to ask for help
- more likely to subvert personal interests to the good of the group

and also because:

- culture of voluntary sports organisations does not fit well with family commitments
- women managers can sometimes come into conflict with female secretarial / clerical staff

Tactics to be adopted:

- Recruit allies from among the male members of a group
- Recognise that in voluntary organisations it is often necessary to spend a long 'apprenticeship' before reaching high office.
- Recognise that younger age groups may not have such resistance to change but attitudes of older men can be very 'traditional' and they can be very reluctant to accept change.
- Instil a belief in sports development for all.
- Identify and promote role models who can inspire future generations
- Identify and understand what **is possible** and then plan accordingly
- Seek to place women at a strategic level in an organisation to help to **level the playing field** for others to follow.
- Don't take rebuttals personally - often they are to be accepted on behalf of all women.

Individual Skills – Workshop Three

Report by Mr. Mel Welch - Secretary of the Federation of Yorkshire Sport

Among the **main tactics** identified were the following:-

- Use Technical Skills to the full. This includes use of Information Technology and foreign languages. These skills can significantly empower.
- Be logical and rational. Avoid the possibility of matching female stereotyping.
- Don't complain when things go against you.
- Be prepared - read all the meeting papers in advance
- Know the rules and regulations of the sport
- Believe you can do it and do it well
- Be There ! Never miss a meeting (formal or informal)
- Get men to present equity arguments wherever possible. They will carry more weight with other men in the group.
- There is a need to contribute to a social network as well as to the business network. Insist on being a part of it.
- Put yourself in their shoes. Predict how men on the Committee will react to a given situation and plan your argument accordingly.
- Tell them things they already know or believe. It will enhance your credibility with them.
- **Be the Oracle!** Become the best informed and technically knowledgeable person in the organisation.

Organisational Culture

From Brighton to Windhoek - Facing the Challenge (*)

Presentation by Prof. Margaret Talbot - Head of Sport at Leeds Metropolitan University and President of the International Association of PE and Sport for Girls and Women.

This is a new reference document for anyone involved with or interested in **women and sport**.

This publication:

- charts the positive progress made from 1994-98 in developing a sporting culture that enables and values the full involvement of women in every aspect of sport;
- provides an **A-Z of World Action** and an international overview of strategies and action plans adopted on women and sport;
- considers the challenge that lies ahead and the implementation of the Windhoek Call for Action;
- summarises the positive action taken by the IWG between 1994-98.

There have been two World Conferences on Women and Sport:

- 1994 - Brighton, United Kingdom, resulting in the **Brighton Declaration**. By 1998 over 200 organisations worldwide had adopted the Brighton Declaration.
- 1998 - Windhoek, Namibia, resulting in the **Windhoek Call for Action**.

The International Working Group on Women and Sport (IWG) is an informal co-ordinating body consisting of governmental and non-governmental organisations which was established as an outcome to the Brighton Conference. During 1994-98, the United Kingdom Sports Council provided the secretariat to the IWG. The IWG has the overarching objectives of promoting and facilitating the development of opportunities for girls and women in sport and physical activity.

* Copies of the publication are available from UK Sports Council, Walkden House, 10 Melton Street, London NW1 2EB.

The Norwegian Women's Sport Project

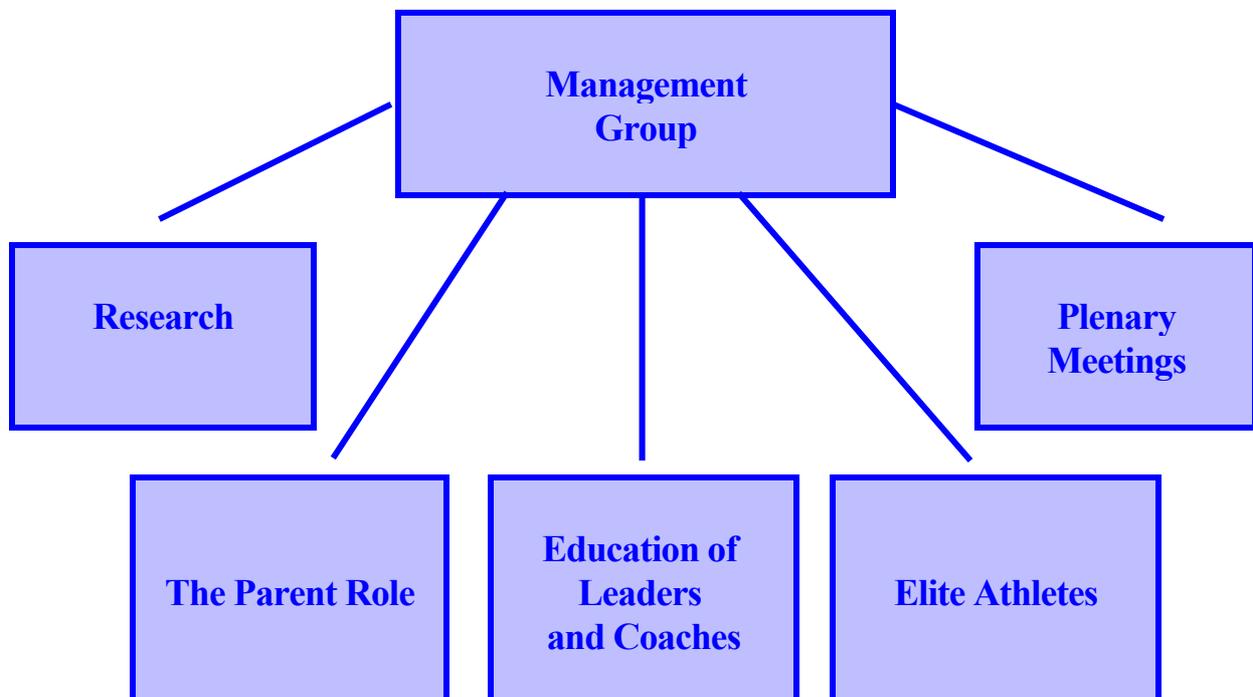
Presentation by Mrs. Guro Johnsen of the Norwegian Olympic Committee and Confederation of Sports.

Background to the Project

Norway has had great international success in sport, but there is still a large domination of male athletes, male leaders and coaches. Even in Lillehammer (Norway) for the Winter Olympic Games of 1994, 96% of Norway's coaches, managers and leaders were men.

- The aim was to have at least 20% of women in senior management positions for the Winter Olympics in 1998 and the Summer Olympics in 2000.
- The **Most** important body is the National Sports Federation. However, will a man 'withdraw' to allow a woman to take his place - especially near to an Olympic Games e.g. Sydney 2000? That remains to be seen.
- **Education Programme** - brings together elite participants. NOC only accepts girls on the educational programme if the National Governing Body (NGB) guarantees to support them.

Organisational Structure of the Programme



Women in Norwegian Olympic Team Management

- **Lillehammer 1994:** Three sports leaders, five administrative team supporters, and two medical team supporters.
- **Atlanta 1996:** Three coaches, two sports leaders, one administrative team supporter, four medical team supporters.
- **Nagano 1998:** One Assistant Chef de Mission, five sports leaders, five administrative team supporters, four medical team supporters, two press attachés (total 21%).

Olympiatoppen and the Elite Athlete programme

- We require the elite athlete to train the 'best in the world'
- Olympiatoppen shall make sure that the athletes are always the centre of attention
- Olympiatoppen shall always secure the quality of the development in Norwegian top level sport
- Olympiatoppen shall secure good resources for Norwegian top level sport

Education of Coaches and Leaders by National Olympic Committee

- The participants in the Leadership Education programme must be given by their national sports federation:
 - international practical experiences and coaching during the programme period.
 - coaching and economical support for the whole programme period.
 - the possibility to qualify for participation as leaders/coaches/team supporters in the Olympic Games in Nagano and Sydney.
- The federations will be evaluated according to how they follow up with the participants in the programme period.
- From autumn 1999 the participants in the Leader Education and Elite Athletes programmes are trained together in the project 'Training for Winning'
- The federations should be challenging leaders to qualify for leadership (letting honorary leaders drop out)
- There will be evaluation of coaches and leaders by the athletes

Effects of the Women Project

- The goal of 20% participation of female leaders in Nagano Games was reached.
- The women taking part in the project are being looked on with renewed interest by the top-level sport management.
- There is a change of attitudes both by individuals and by the general public.

Women, Sport and Physical Activity : Sharing Good Practice

Presented by Dr. Gudrun Doll-Tepper and Ms. Deena Scoretz of the International Council of Sport Science and Physical Education

Women, Sport and Physical Activity : Sharing Good Practice is a new series of publications, to be produced in three volumes, to provide a reference guide to women involved in the management of sport.

Aim and Focus

"To develop a sporting culture that enables and values the full involvement of women in every aspect of sport" (The Brighton Declaration, 1994) - by sharing:

- examples of good policies and practice
- strategies in leadership which enhance women
- world-wide resources and contacts

Editorial

- Prepared by **Darlene Kluka**, Editor
- Published and co-ordinated by **ICSSPE**
- Supported and co-initiated by **UNESCO**

Contents

- **Introduction** - reason for publication; Women and Sport movement; Beijing & Brighton Principles; IWG, UNESCO, ICSSPE
- **Policies into Practice**
- **Increasing Participation**
- **Leadership Development**
 - mentoring programmes;
 - curricula developed for schools in leadership development, etc.
 - Policies at the national, regional and local levels.
- **Target audiences:** people who are looking for models that have been successful in providing leadership programmes, like seminars for leadership development;
- **Resources** (Web pages, journals, organisations)

Format:

- Includes statements from world leaders
- Provides contact information following each example
- Target market for Vol. 1 - developing countries
- To be distributed throughout ICSSPE and UNESCO networks
- If possible also to be translated into French and Spanish
- Target publication date for Vol. 1 : June 1999
- Vol. 2 - Physical Education Practice (data compilation WSPE)
- Vol. 3 - Coaching Education and Development (Sydney 2000)

Organisational Culture - Workshop One

Report by Rebecca Clear of the Central Council of Physical Recreation

Strategies for Success

- display a sense of humour ! It can relieve tensions.
- provide regular communication and information dissemination
- start early ! The younger you start, the easier it is.
- experience provides self-belief
- establish support networks to back up actions
- involve men in support of policies to enhance credibility
- identify and publicise models
- meetings and personal development opportunities utilising respected professionals can help to integrate and establish mutual trust and co-operation
- form sub-groups (support) to have regular and informal meetings
- think strategically - involve partners and links
- recognise publicise and celebrate achievements
- Identify and focus on practical actions. Do not expect nor assume that change will occur automatically.

Management of Change

- Quotas (refer to minimum numbers of women **and** men - eg.: "..... at least three men and at least three women")
- Targets (changes to be implemented by a stated date)
- Mentoring (provide support for new members)
- Organisational re-structuring

Training and Development

- short term
 - short courses
 - modifying existing courses & programmes
- long term
 - political pressures
 - Lifestyle Management programmes
 - utilise women's communication skills to effect a change in attitudes

Action Points

- Finance
 - Link with programmes via grant aid
 - Organisation's budgets
 - International budgets
 - 'Free' opportunities eg.: inviting women to meetings or events as co-opted members, observers, or guests
- Timing of meetings could be modified to make them more user-friendly for women
- Undertake a survey of women in sport to identify the main issues
- Limits to length of term of office encourages changes in personnel and it may be easier to reach high office in such an organisation.
- Networking
 - Identify & communicate role models
 - Establish partnerships for development
 - Identify good practice
- Courses (see above)
- Modify the literature - language and images may tend to perpetuate stereotype roles. Ensure equal involvement / prominence by women.
- Prepare and distribute a practical plan for equity.

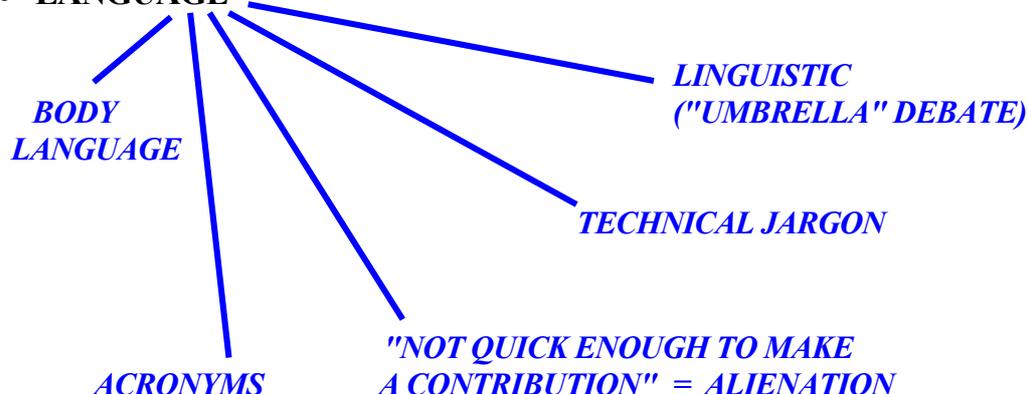
Organisational Culture - Workshop Two

Report by *Rosemary Leach* of Sport England

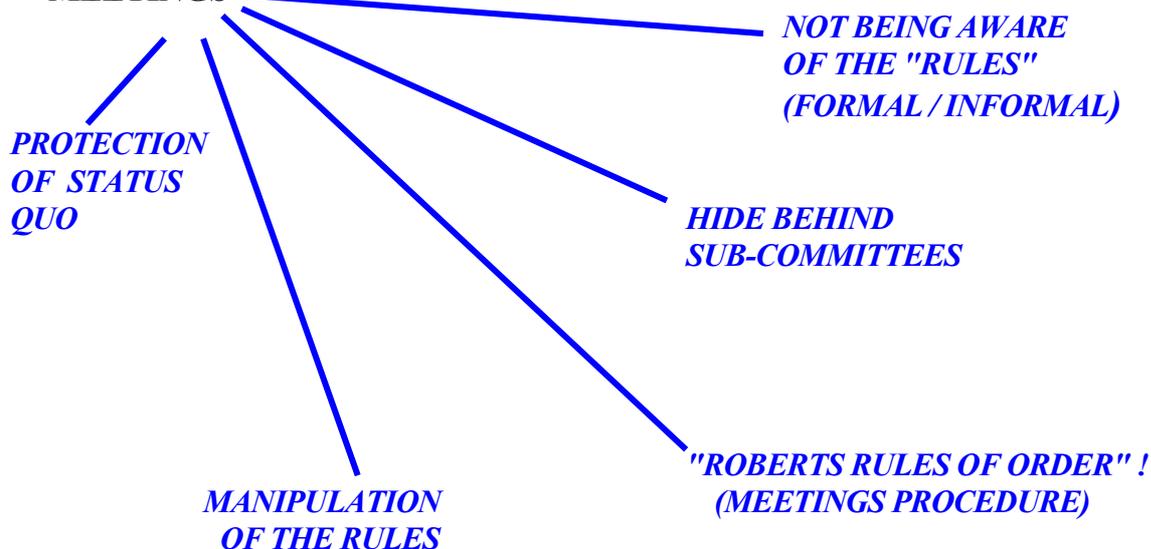
Barriers to Involvement

- **NATIONAL AND INTERNATIONAL DIFFERENCES**

- **LANGUAGE**



- **MEETINGS**



Solutions

- knowledge of rules, procedures, budgets, etc.
- meeting cycles
- job descriptions - expectations clearly outlined and agreed
- clear contact point to obtain necessary information
- election preparation (*losing is acceptable - so try again*)
- body language - positioning in the meeting room is important, so be aware before the meeting starts of the best and worse locations.
- Insist on receiving agenda in advance to give time for preparation. If there as an observer, request before meeting starts to be able to speak to a particular item.
- **Always make a contribution.** Never sit through a whole meeting without speaking.

Organisational Culture - Workshop Three

Report by Mel Welch of Federation of Yorkshire Sport

- Beware the negative reaction if try to force-feed. Do not overdo the point, or it will provoke a counter-reaction. Be subtle.
- Use the **CARROT** not the **STICK**
- Technical (coach and referee) skills lend credibility and are an aid to acceptability.
- Socio-economic grouping may determine reaction. Lower socio-economic groups are less likely to expect or accept changing role for women.
- When seeking interest from the media, remember: *"If at first you don't succeed, try, try, again"*
- Corruption is a (predominantly) male-preserve - women are more likely to be trusted
- Generation Gap may mean that it is more difficult to get support from older and more traditional organisations, which are more likely to be dominated by older men.
- By the YARD it's **Hard** - By the **INCH** it's a Cinch ! Aim to progress one small step at a time.
- Long-standing members of an organisation may react **negatively** if they are being FORCED to change their attitudes. Encourage them to make their own decisions.
- Grant Aid from public funding bodies can be used to give preferential treatment to encourage moves in right direction.
- Always better to have two or more women members of a group, not just one. Then they become full members of the group rather than being the 'token' woman.
- Training should be provided for Women delegates, wishing to be on committees, in the art of succeeding in meetings of sports organisations, and an indication of what to expect (this would also be valuable for men who are new to meetings).
- Change may occur naturally once it has been stimulated, but more often, it requires a catalyst.

"The secret behind success is hard work. That's why it is a secret for so many"

Karsten Isachsen (priest)

Review of Symposium – ‘Bridging the Gap’

Presentation by Prof. Margaret Talbot, OBE, PhD

What Gaps ?

- Gaps between men's and women's participation
- Gaps between boys' and girls' participation and amounts of activity
- Gaps between funding and staffing for men's and women's sport
- Gaps between awareness of men's and women's, boys' and girls' sports needs
- Gaps between school and community provision - for both sexes. Is the school-community gap different for males and females?

Women as a Group?

- Need to cater for wide diversity of personal circumstances
- jobs: full/part-time; housewife; retired; student
- main breadwinners
- delayed marriage, shorter child-bearing, child-rearing years
- single person households
- childless women
- bereaved women, lone women
- single parent families
- nuclear families
- age groups
- social and cultural groups
- location and geography
- health status
- life styles
- education and training

Priority approach

- Women make up 52% of population
- More important to understand **women** than sport.
- Understanding of What? Why? When? How?
- Women consulted, asked for needs, opinions on how sport should be provided.

Developing Opportunities for Women in Sport : From Policy to Practice

Aim

- To appreciate the diverse and different characteristics and needs of women in sport.

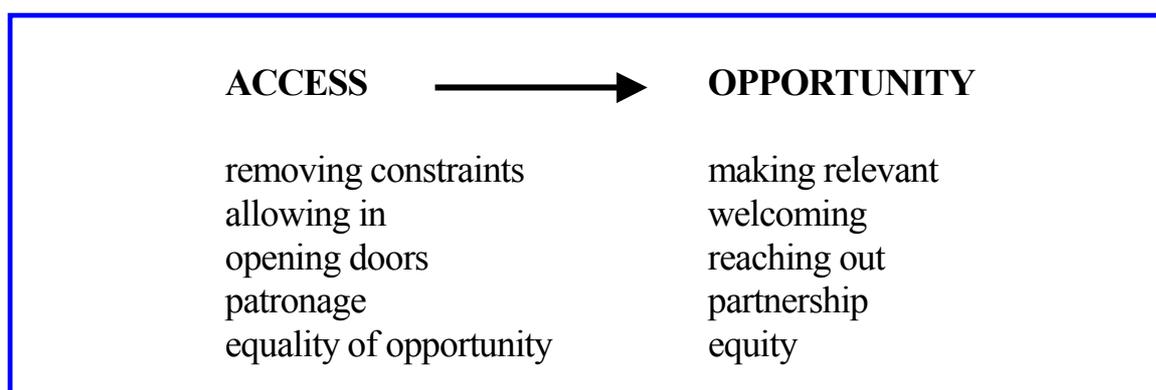
Objectives

- To identify the social and personal constraints which can prevent women from participating in sport.
- Identify reasons for the decline in participation of young women in sport.
- Explore ideas and share good practice for 'Bridging the Gap' between men and women.

Obstacles

- Expectations - (Do girls see their activities as important?)
- Lack of female mentors, role models
- Different levels of sports science and coaching for males and females
- Nature of some sports
- Discontinuity between girls' games and women's sport
- Physical safety, parental fears, girls' physical freedom
- Social and media recognition
- Opportunities through performance pathways

Move from 'Access' to 'Opportunity'



Constraints within Sport and Recreation

The way we provide sport can limit freedom of choice for the very people we think we are trying to serve. We must identify accepted management practice regarding:

- First impressions (is it 'woman-friendly'?)
- Entrance fees / conditions
- Dress codes
- Spectator accommodation, and toilet facilities
- Safety or hygiene regulations
- Social areas
- Membership rules and conventions
- Privacy
- Access
- Design decisions, colour and cleanliness
- Staff presentation / image / knowledge / male-female ratio / attitudes
- Attitudes to children

Decline in Participation of Young Women

Reasons may be similar as for decline in participation by boys:

- Pressures of school work
- Lack of time
- Exploring sexuality
- Competitive pressures
- Peer pressure
- Lack of continuity in experiences

While many of the reasons may be similar, they are often experienced differently for girls and for boys on account of:

- Degree of dependence on school for their sport experience
- Extent and willingness of support networks, to encourage and facilitate extra-curricula sport
- Media exposure of role models

Social Constraints

Social pressures and factors that influence and constrain women to participate in sport:

- Personal spending money
- Time available
- Duties to other family members
- Access to transport
- Lack of freedom to choose for self
- Identification with sport and recreation is not well developed

All of these factors become even more complex when considered in relation to culture, race, religion and social stereotypes. Need to encompass thinking (and doing!) on both Equality of Opportunity and Equity.

Summary of Recommendations

WAYS FORWARD - POSSIBLE APPROACHES

- Use Brighton Declaration & Windhoek Call for Action, ESC Charter, Oslo recommendations, IOC targets, Beijing Platform for Action, as levers - especially when NGOs or Governmental Organisations (GOs) have endorsed them.
- Government funding for sports bodies may be made dependent on commitment to gender equity or social justice.
- Allies in other government/NGO sectors - women's affairs, justice, health, education may help to support change.
- Use IOC directives to NOCs
- Use Non-Governmental Organisations (NGOs) to advocate and exert influence

SUPPORT SYSTEMS

- Local & national women's networks - the education sector traditionally offers support, research;
- International women's sport movement - International Working Group; Commonwealth Games Federation (CGF) Committee for Women; IOC Women's Committee;
- International organisations and agencies including:-
 - International Association of PE & Sport for Girls and Women (IAPESGW)
 - WomenSport International (WSI)
 - ICSSPE, including the International Council for Physical Education and Recreation - Sport and Dance (ICHPER-SD)
 - African Women in Sport Association (AWISA)
 - Women's Sports Foundation (USA) (WSF)

CHANGING THE CULTURE OF AN ORGANISATION

- ☑ Timing of meetings could be modified to make them more user-friendly for women
- ☑ Undertake a survey of women in sport to identify the main issues
- ☑ Limits to length of term of office encourages changes in personnel and it may be easier to reach high office in such an organisation.
- ☑ Networking
 - Identify & communicate role models
 - Establish partnerships for development
 - Identify good practice
- ☑ Modify the literature - language and images may tend to perpetuate stereotype roles. Ensure equal involvement / prominence by women.
- ☑ Prepare and distribute a practical plan for equity.
- ☑ Meeting cycles
- ☑ Job descriptions - expectations clearly outlined and agreed
- ☑ Clear contact point to obtain necessary information
- ☑ Use the **Carrot** not the **Stick**
- ☑ Socio-economic grouping may determine reaction. Lower socio-economic groups are less likely to expect or accept changing role for women.
- ☑ Grant Aid from public funding bodies can be used to give preferential treatment to encourage moves in right direction.
- ☑ When setting quotas, always refer to the minimum numbers of women **and** men - eg.: "..... at least three men and at least three women"
- ☑ Always better to have two or more women members of a group, not just one. Then they become full members of the group rather than being the 'token' woman.
- ☑ Training and mentoring should be provided for Women delegates wishing to be on committees, in the art of succeeding in meetings of sports organisations, and an indication of what to expect (this would also be valuable for men who are new to meetings).
- ☑ Run capacity-building courses for women (confidence building, managing single-sex organisations, shadowing, mentoring, technical expertise, knowledge of sports governance, politics);
- ☑ Change may occur naturally once it has been stimulated, but more often, it requires a catalyst.
- ☑ Targets (changes to be implemented by a stated date)
- ☑ Organisational re-structuring provides a good opportunity to challenge myths - "ask why & change it"

STRATEGIES FOR PERSONAL SUCCESS

MEN HAVE THEIR USES

- ☑ Recruit allies from among the **male** members of a group.
- ☑ Involve men in support of your policies to enhance **credibility**.
- ☑ Get men to present **equity arguments** wherever possible. They will carry more weight with other men in the group.

BE PREPARED!

- ☑ **Prepare well** - read all the meeting papers in advance.
- ☑ Contribute on **all** issues – not just women's/equity matters – if you wish your contributions to be taken seriously.
- ☑ **Be There!** Never miss a meeting (formal or informal).
- ☑ Insist on receiving agenda well **in advance** to give time for preparation. If there as an observer, request before meeting starts to be able to speak to a particular item.
- ☑ **Positioning** in the meeting room is important, so be aware before the meeting starts of the best and worse locations.
- ☑ Always **make a contribution**. Never sit through a whole meeting without speaking.

TIME AND TIDE

- ☑ Remember that in voluntary organisations it is often necessary to serve a long apprenticeship before reaching high office. **Be patient**.
- ☑ Recognise that younger age groups may not have much resistance to change but attitudes of older men can be very 'traditional'.
- ☑ **Start early!** The younger you start, the easier it is to succeed in the long term.
- ☑ Long-standing members of an organisation may react **negatively** if they are being **forced** to change their attitudes. Encourage them to make their own decisions to support you.

PUBLIC RELATIONS

- ☑ Identify **role models** who can inspire future generations.
- ☑ Recognise, publicise, and celebrate achievements.
- ☑ Seek to place women at a strategic level in an organisation to help to **level the playing field** for others to follow.
- ☑ Keep everybody **informed** of what you are doing – then they cannot forget you.

IF AT FIRST ...

- ☑ Don't take rebuttals personally - often they are to be accepted on behalf of all women.
- ☑ Experience provides self-belief.
- ☑ Identify and focus on practical actions. Do not expect nor assume that change will occur automatically.
- ☑ Electioneering - losing is acceptable - so **try again**.
- ☑ By the **Yard it's Hard - By the Inch it's a Cinch!** Aim to progress one small step at a time.

A CHARM OFFENSIVE

- ☑ Be logical and rational. Avoid female stereotyping.
- ☑ Don't complain when things go against you.
- ☑ Put yourself in their shoes. Predict how men will react to a given situation and plan your argument accordingly.
- ☑ Tell others things they already know or believe. It will enhance your credibility with them.
- ☑ Display a sense of humour ! It can relieve tensions.
- ☑ Do not try to force-feed a point, or it will provoke a counter-reaction. Be subtle.
- ☑ Corruption is a (predominantly) male-preserve - women are more likely to be trusted. Use this to advantage.

BE THE ORACLE!

- ☑ Use your **technical skills** to the full. This includes use of **Information Technology** and **foreign languages**. These skills can significantly empower.
- ☑ Know the **rules** and **regulations** of the sport.
- ☑ Technical (coaching and refereeing) **skills lend credibility** and are an aid to acceptability.
- ☑ Try to become the **best informed** and technically knowledgeable person in the organisation.
- ☑ Knowledge is power - facts, statistics and research can all be used to advantage

THINK POSITIVE

- ☑ Believe you can do it and do it well.
- ☑ Identify and understand **what is possible** and then plan accordingly.
- ☑ Establish support networks to back up actions.
- ☑ Personal **development opportunities** utilising respected professionals can help to integrate and establish mutual trust and co-operation.
- ☑ Form sub-groups (support) to have regular and informal meetings.
- ☑ Think strategically - involve partners and links.

Glossary of Abbreviations

AWISA	African Women in Sport Association
CCPR	Central Council of Physical Recreation
CGF	Commonwealth Games Federation
EBBA	English Basketball Association
ENGSO	European Non Governmental Sports Organisations
ESC	English Sports Council ("Sport England")
GO	Governmental Organisations
IAPESGW	International Association of PE & Sport for Girls and Women
ICHPER-SD	International Council for PE and Recreation - Sport and Dance
ICSSPE	International Council of Sports Science and Physical Education
IOC	International Olympic Committee
IWG	International Working Group on Women and Sport
NGB	National Governing Body (National Sports Federation)
NGO	Non Governmental Organisation
NOC	National Olympic Committee
UKSC	United Kingdom Sports Council
UKSI	United Kingdom Sports Institute
UNESCO	United Nations Educational, Scientific and Cultural Organisation
WSI	WomenSport International

Expressions of Interest

The following persons, although unable to attend in person, expressed an interest in the seminar, asked to receive a copy of the report, and to give it their full attention.

Name	Organisation
ANGELOPOULOS-DASKALAKI Gianna	Head of Olympic Bid Athens 2004
BANEHAM Mary	Olympic Council of Ireland
BECKERMAN Natalie	English Sports Council
BONALLACK Michael	Royal and Ancient Golf Club, St. Andrew's (Scotland)
BUSH Paul	Scottish Swimming Association
COUPAT Alain	International Volleyball Federation
DOMINGUEZ Christine	General Association of International Sports Federations
ELLIS Jacqueline	UK Sports Council
HAHN Raymond	International Handball Federation
HALL Julie	Ladies' Golf Union
HOYLE Pam	Women's Sports Foundation (Yorkshire)
LEWIS Sarah	International Ski Federation
LINDBERG Gunilla	Swedish Olympic Committee
LINDOW-DOBMEIER Christel	International Basketball Federation
McCALL Karen	International Badminton Federation
MULDOON Moira	Northern Ireland Sports Council
NEW Caron	National Ice Skating Association UK
NICHOLL Elizabeth M.	All England Netball Association
ODELL Alison	British University Sports Association
PATERSON Jan	British Olympic Association
PFISTER Gertrud	Freie Universitat Berlin
PUSKALA Pirjo	Finnish Sports Federation
ROBINSON Capt. G.D.B.	Combined Services Sports Board
RYDZY-GOTZ Mrs.	European Non Governmental Sports Organisations (ENGSO)
SKIRSTADT Berit	Norwegian University of Sport and Physical Education
SODERBERG Marianne	Swedish Sports Confederation
SPINK Penny	Federation of South West Sports Organisations
STAPLEFORD Sally-Anne	International Skating Union
STONE Michael	Federation Equestre Internationale
SZEWINSKA Irena	Polski Zwiazek Lewkkiej Atletyki (Poland)
TAKS Marijke	Katholieke Universiteit Leuven (Belgium)
THUREE Kristina	Swedish Sports Confederation
TWIGGS Mike	Federation of Yorkshire Sport
VARGAS Suzana Sam	UNESCO
WALKER George	Council of Europe
WITTON Pauline	International Association of PE & Sports for Girls & Women

Federation of Yorkshire Sport

- ⊗ The Federation of Yorkshire Sport was formed in 1965. It is an autonomous body made up of Regional and County Governing Bodies of Sport, together with District and Local Advisory Sports Councils.
- ⊗ The Federation is the independent voice of voluntary sport in the region.
- ⊗ The area covered by the Federation coincides exactly with the Yorkshire region of Sport England (the English Sports Council).

REPRESENTING THE VOLUNTARY SPORTS ORGANISATIONS IN YORKSHIRE & HUMBERSIDE

President: Keith K. Mitchell, OBE

Chairman: Mike Twiggs Secretary: Mel Welch

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