Women in sport leadership: an international conversation.

SALLY SHAW, UNIVERSITY OF OTAGO

TUCKER CENTER DISTINGUISHED LECTURE
24 OCTOBER, 2012
<table>
<thead>
<tr>
<th>Country</th>
<th>Number of National Sport Orgs</th>
<th>Number of Women Board Directors</th>
<th>Total Number of Board Directors</th>
<th>Percentage of women Board Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>55</td>
<td>89</td>
<td>400</td>
<td>22.25%</td>
</tr>
<tr>
<td>Canada</td>
<td>58</td>
<td>148</td>
<td>607</td>
<td>24.38%</td>
</tr>
<tr>
<td>England</td>
<td>46</td>
<td>103</td>
<td>543</td>
<td>18.97%</td>
</tr>
<tr>
<td>New Zealand</td>
<td>51</td>
<td>97</td>
<td>355</td>
<td>27.32%</td>
</tr>
<tr>
<td>Norway</td>
<td>51</td>
<td>148</td>
<td>376</td>
<td>39.36%</td>
</tr>
<tr>
<td>United States</td>
<td>36</td>
<td>121</td>
<td>498</td>
<td>24.3%</td>
</tr>
</tbody>
</table>

The Sydney Scoreboard: www.sydneyscoreboard.com
From conversational to corporate sexism

1950s NZ

1980s: Gendered neo-liberal reforms (Ball 2004)
A perfect storm
And so to the 2000’s

- Habitual/conversational sexism still rife
- The unmentionable ‘ism’
## Executive board membership by gender of national organisations (2012)

<table>
<thead>
<tr>
<th></th>
<th>Women on NZ board</th>
<th>Men on NZ board</th>
<th>Women on USA board</th>
<th>Men on USA board</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Track and field</strong></td>
<td>1</td>
<td>6</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td><strong>Bike</strong></td>
<td>1</td>
<td>6</td>
<td>1</td>
<td>18</td>
</tr>
<tr>
<td><strong>Triathlon</strong></td>
<td>0</td>
<td>6</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td><strong>Equestrian</strong></td>
<td>3</td>
<td>6</td>
<td>25</td>
<td>26</td>
</tr>
</tbody>
</table>
Strategies for increasing women’s representation

- IOC 1995 – 2005 target of 20% women on Olympic sports boards
- 2010 NZOC Women in Governance pilot
- NZ ‘Market share’ 25% Group
- NZ Stock Exchange (NZX) mandatory reporting
- UK 20% push (Singh et al., 2008)
Critiques

• **NZ women in governance**
  - Add women and stir (Hall, 2002 and many others!)
  - Fix the women (Ely & Meyerson, 2000; Shaw & Frisby, 2006)

• **25% Group & NZX reporting**
  - Danger of stereotyping (Oakley, 2000)
  - Focus on ‘hot topic’
  - Organisational coercion (Fink, Pastore & Reimer, 2001)
Strategies for change: Critical Management Studies

- Organisational reflection
  - Alvesson & Deetz (1999)

- Cultural awareness and critique
  - Meyerson & Kolb (2000); Ely & Meyerson (2000)
Small changes -

- Not ‘what can women do’ but ‘what do they bring?’;
  - Singh et al. (2008)

- Organisations making small changes
  - Shaw & Allen (2008); Leberman and Shaw (2012)

- Thinking locally and long term.
Working to a positive future

- Recognise the will for change
- Framing development
- Beware tokenism!
- Collective organisational responsibility