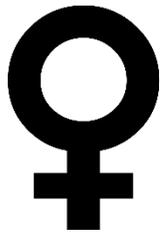


Sharing Best Practice for NF Leadership Equality*

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* part of a wider study supported by the IOC Olympic Studies Centre, Advanced Olympic Research Grant Programme 2016/2017 Award. Results presented to FISA.



In 1997, the IOC recommended that by 2005 at least 20% of decision-making positions within NOCs be held by women. However, by 2010 women's representation on NOCs was only 17% and at IF level only 18%.

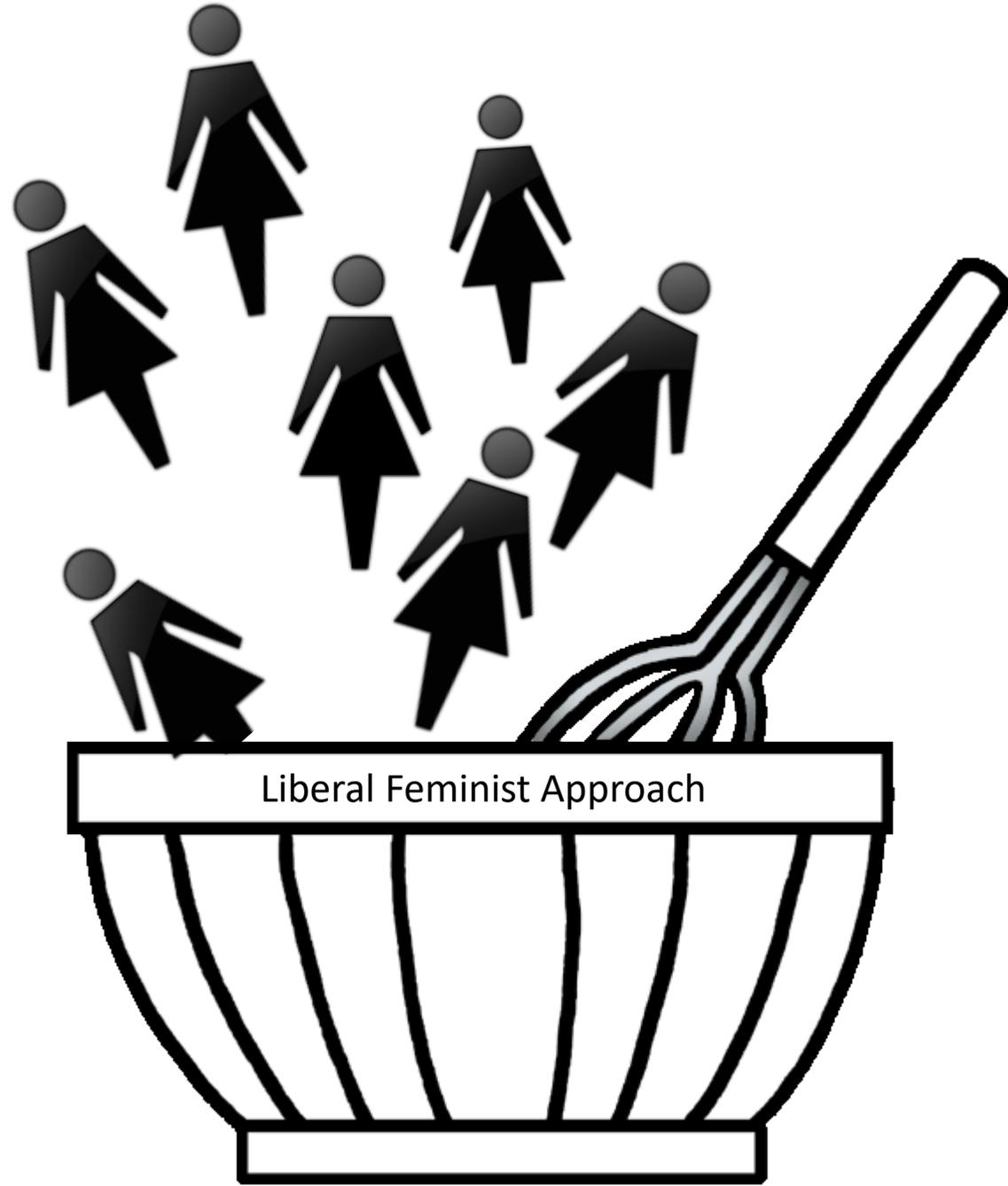


In 2012, Rogge expressed the need "to match the advancements made toward gender equality that have been achieved on the field of play with progress in management and leadership positions throughout the world of sport".



In 2016 men chair 33 of the 35 IFs affiliated with the Olympics.





“Men – I would like to take this opportunity to extend your formal invitation. Gender equality is your issue, too.”

Emma Watson
UN Women
Goodwill Ambassador



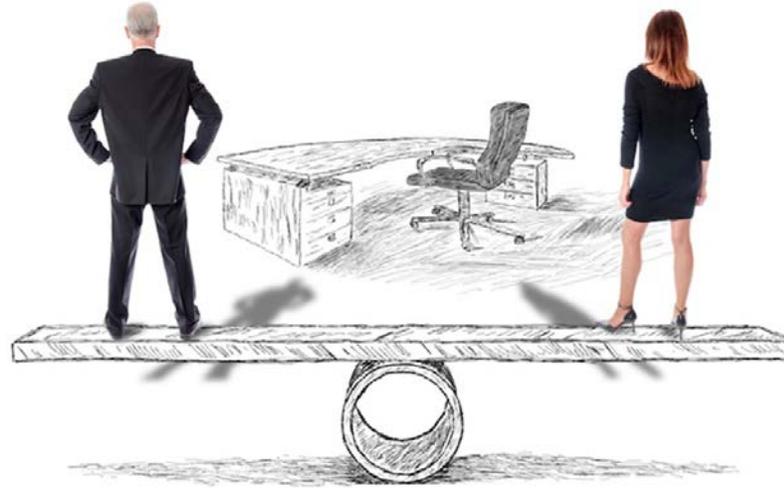
HeForShe

UN Women Solidarity Movement
for Gender Equality



April 20, 2015 IOC President Thomas Bach named a HeForShe champion.

“Through our Olympic Agenda 2020 reforms, we are even more firmly committed to using sport and physical activity to further this cause. We know that sport challenges gender norms and defies negative stereotypes. It helps break down barriers and challenges gender norms, not only on the field of play, but also in the workplace, in the home, in schools and in other aspects of society.



'What role can men play in achieving gender equality in leadership in sport?'



Interviews were conducted with male and female members of their executive committees. We asked board members to describe how they have attempted to facilitate gender balance, what practices they used to recruit male and female board members and what the board culture was like.

Results and Recommendations

- Gender diversity
- Equality strategies
- Equity strategies





Gender Diversity

Why should boards of sport organisations embrace gender diversity?

- 1) Diversity is part of society.
- 2) Women have been successful in elite sport.
- 3) Women bring something different to the board room.



Gender Diversity

- Relatively recent (in the context of history of FISA) cultural shift to promote equality with the primary focus on participation but also in areas such as coaching, umpiring and governance.
- Gender equality is not in your DNA yet.
- Top down or Bottom up approach – culture comes from every direction – multiple approaches required



Gender Diversity Recommendations

Recommendation 1: We recommend that FISA continues to develop a gender inclusive organisational culture.

Recommendation 2: We recommend that FISA continues to develop and impose, as far as possible, push and pull strategies to promote gender equality across associated NFs.



Equality

What strategies are associated with gender equality?

- 1) Emphasizing recruitment and selection processes.
- 2) Creating quotas and women's commissions or committees.
- 3) The value of mentors and sponsors.



Equality: Recruitment

- Goal orientated individuals in a structured environment
- Pathway to the boardroom
- Different methods of recruitment
- Not always transparent, strategic or sustainable
- Women may need to be asked and supported through the process

“I had support and encouragement from male colleagues but there were obstacles... to get the council's support and to get the recommendation for the congress. It was a bit tricky. A lot of people said we have another candidate who's very experienced, very old, he's a male, he hasn't got kids, he's at a totally different phase of his life so he'd be the better person because he can attend all the meetings”. (Female Board Member)



Equality: Quota's & the Women's Committee

- Quotas can help create a critical mass.
- Counterproductive in the move towards gender equality if solely represented by female board members.
- The cross commission structure is well received.

“Before, it was a cross-commission consisting of all women who were a member in one of the FISA commissions. That’s changed now which is good because I think gender equality is a responsibility of both genders”. (Female Board Member)



Equality: Mentors & Sponsorship

- Informal system of mentoring
- Engage both genders
- Part of the recruitment and development process

“Women can mentor you, encourage you and be a role model but it is the opportunity presented to you by a man [that can make a difference]. You think: ‘If they think I can do it, maybe I can do the job’” (Female Board Member)



Equality Recommendations

Recommendation 3: We recommend that boards create a long-term (defined and formalised) recruitment strategy including targeting potential future appointments.

Recommendation 4: We recommend the 'Women's Committee' is replaced by the 'Equity Committee'.

Recommendation 5: We recommend that FISA develop a mentoring and sponsorship programme for women's professional development and opportunities for future appointments.



How do we create an equitable board culture?

- 1) Continue to look for diversity
- 2) Meeting culture, the chair sets the tone
- 3) Understanding and appreciating what men and women bring to the table: more than numbers

“I think by tradition, rowing is a quite masculine sport and so the culture in general and in meetings has been quite masculine. We have seen a change quite recently, I think... having at least quite substantial female chairs in the room, that's changing the culture as we speak. You have at some points, always that masculine eruptions”. (Female Board Member)



Equity Recommendation

Recommendation 6: We recommend that chairs are trained to lead meetings that facilitate an equitable culture.

**“BOTH MEN AND WOMEN SHOULD
FEEL FREE TO BE SENSITIVE. BOTH
MEN AND WOMEN SHOULD FEEL
FREE TO BE STRONG... IT IS TIME
THAT WE ALL PERCEIVE GENDER ON
A SPECTRUM NOT AS TWO OPPOSING
SETS OF IDEALS.”**

**– EMMA WATSON
2014 UN WOMEN SPEECH**





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ABOUT



0 review

UNDERSTANDING AND REDEFINING THE ROLE OF MEN IN ACHIEVING GENDER EQUITY IN SPORT LEADERSHIP / POPI SOTIRIADOU, DONNA DE HAAN, ANNELIES KNOPPERS

[Haan, Donna de](#) | [Knoppers, Annelies](#) | [Sotiriadou, Popi](#)

Édité par [Griffith University, Australia](#) - 2017



A common approach to gender balance in governance has been through the creation of women's groups/commissions and the use of gender targets/quotas. This approach may perpetuate the idea that gender equality is an issue that only affects women and does not explicitly encourage men to be involved in changing a male-dominated governance culture. The purpose of this study was to explore the role men have, and can play in working towards gender equity in sport governance. We focused on two sports and two countries that have announced their support for and engagement with gender balance in governance. We drew on organisational documents and semi-structured interviews with 22 men and 12 women from eight organisations involved in sport governance at the national or international level. Data suggests that male board members primarily focus on creating gender equality. They actively recruit women to fill positions but there is little evidence that they do much to change the context/culture in which that governance takes place. Women argued for more active involvement of men in enabling a transformation towards gender equity, that is, a gender responsive shift in governance culture.



[Sotiriadou et al \(2017\) Redefending the role men can play in achieving gender equality in sport leadership](#)