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Women's Leadership in the Sports Field

by

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Senior Project

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University of Richmond

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Introduction

The purpose of my senior project is to analyze and recommend solutions for a practical problem. I intend to research why there is a lack of women in sports leadership and what can be done to increase the representation of women in this field. After a thorough analysis of this research, I intend to propose answers to these questions and provide solutions as to how this phenomenon can be corrected.

The interest behind my inquiry holds personal relevance to my background and great importance to my future. By learning more about this practical problem and sequentially arriving at conclusions, I hope to generate potential solutions benefiting not only my aspirations, but those of other women with similar interests.

In our leadership courses, the issue of women's leadership is often discussed. Women have made great strides in earning prestigious leadership positions without compromising their unique feminine style to conform to the prevalent masculine attributes that male leaders exhibit. However, a glass ceiling remains for women in many occupations today; one such occupation is the sports field.

Before I completed internships with the United States Olympic Committee (USOC) and Medalist Sports, Inc. (an acquired company of Turner Sports, Inc.), the concept of a glass ceiling for women aspiring to leadership positions was just a problem on paper. However, the obvious disproportion of male to female leaders within these organizations truly opened my eyes to the vast scope of this problem. I was amazed to find that many of the positions held by women stopped at the mid-management level. Thus, I was curious to discover whether women were not seeking higher positions of leadership or if they were not being hired for the latter positions on

account of their gender; after all, sports has been a male-dominated field for quite a long time. I was anxious to see if an "old boys network" existed and, if so, how this effected women's leadership within this environment.

The best way to answer the two questions of my project is to go straight to the source: women leaders in sports organizations. I intend to interview a substantial sample of women who have attained leadership positions in this male-dominated field. By examining their individual cases, I hope to conclude what leadership traits and styles are successful in breaking the glass ceiling within the sports field. This research should provide both insight on potential solutions for the questions comprising my topic and relevant information pertaining to leadership theories.

Literature Review

Definition of Problem

Cari Coats, vice president of marketing/administration for the Orlando Magic and the highest-ranking female in the Magic organization, recalls an experience she had on an airplane when a man sitting next to her asked what she did for a living. When she responded that she worked for the Magic, he asked her if she was one of the dancers (Dozier, 1). It is this kind of thoughtless assumption that has kept the stereotypes about women in sports strong throughout the ages. There was no purposefully negative intent behind the man's reaction. However, it was automatic - and this presents a problem.

Unfortunately, sports have remained a male-dominated pastime since the existence of

primitive people. Anthropologist Lionel Tiger asserts that participation in sports is an example of group bonding, relating it to preparation for war: "The battle of Waterloo was won on the *playing fields* of Eton" (Kahn, 16). He theorizes that team sports are of greater interest and importance to young males than to young females. This tendency is a result of socialization processes associated with the inherent male traits of hunting and male-bonding (Kahn, 16).

The socialization of which Tiger speaks has deep-seeded roots in modern American society. If men are the socialized sports lovers and participants, then it only makes sense for them to hold the leadership positions within sports organizations. Or does it?

Dana McPherson, the only female Orlando Magic intern, has never played basketball. However, during her internship, she learned to put together game notes, injury lists and quarter-by-quarter scoring and how to deal with the media. "I had no clue about that stuff," she testifies. "But I've learned it all. I can do all the stuff the guys can do. I've taken the initiative to learn the business" (Dozier, 1). Sports is becoming more of a business as the revenue increases at a phenomenal rate. Administrators must be skilled in business techniques, not just a love of the game. In this respect, women should have equal opportunity to fill these positions based on knowledge and skill in the business world.

I do not wish to imply that women can not or do not enjoy sports as much or more than men. I am simply attempting to dispel a stereotype which effects the mind set of the sports industry. For example, it is a typical stereotype in the United States that men comprise the majority of those who drink beer and drive trucks. However, "women purchase a fourth of all trucks and a third of all beer" (Rocky Mountain News, A33). It is also a little ironic that women purchase 40% of the sports equipment in this country! (Rocky Mountain News, A33).

Women in Leadership

As we approach the twenty-first century, a new paradigm of leadership is evolving which requires its leaders to exhibit different styles of leadership than utilized in the past. As structures of organizations and businesses change from the strict, vertical design to a more group-oriented, horizontal design, leadership will alter as well meet the needs of this pattern.

Women have come a long way in terms of gaining credit and respect as leaders in many fields. The following excerpt reveals such progress:

Carol Gilligan, in her work on the moral development of men and women, expanded the conclusions of her teacher Kohlberg. Presented with a moral dilemma, boys look for solutions in terms of the rules of equity and justice; girls are more concerned with preserving the relationships of the participants involved. Therefore, in Kohlberg's scheme, women are defective, stuck in the middle "relationship" phase. Following the tradition of his predecessors, Freud and Piaget, he defined "normal" as "male", thus classifying women as "deficient" (Gilligan, 1982).

"Management practices in American organizations have generally followed the command-and-control-style model, which stresses clear lines of authority, the accumulation of power and information, a win/lose decision process, and value of sameness and homogeneity" (Nuelle, 48). Professor Judy Rosener of the Graduate School of Management at the University of California, Irvine, studied the leadership style of men and women and believes that men generally have been more comfortable with this approach, while women practice a more participatory or interactive

style. An interactive style is precisely what is needed for today's developing organizations.

Whether these organizations focus on investments, products, or sports is irrelevant; women's style of leadership is productive and necessary for the success of such businesses.

So why is it that "nearly a fifth of Fortune 500 companies do not have female directors and typically have all men in top jobs?" (Jackson, 56). According to Catalyst, a nonprofit group that works to advance women in business, "though more firms added women to their boards last year, the rate slowed from previous years" (Jackson, 56). Unfortunately, too many companies are not benefiting from the contributions women leaders make in a time when women's leadership is most valuable. Shiela Wellington, president of Catalyst, concurs, "There is a group of companies that is pulling ahead of the pack, in terms of recognizing the value of women's talent and tapping into that talent pool. Such companies will not only profit from women's input, but also will become magnets for talented women" (Jackson, 57).

In comparison to the Fortune 500 companies, sports organizations differ in many ways. For example, the sports industry as a whole is predominantly composed of males. Sports have always been male-dominated because they bring in more revenue than women's sports. Also, women do not even have the leagues that men have such as football, wrestling, and hockey. A women's professional basketball league was just created in the past year that has focused on hiring women into the leadership positions.

It should not matter if the person hired to fill leadership positions within a sports organization is male or female because one does not need to be good at the sport that his or her company represents in order to perform well in an administrative or leadership role. It is this tendency that separates the glass ceiling in the sports field from the glass ceiling in typical Fortune

500 companies.

Another reason why the sports field is different from other nontraditional fields is that there are many strong stereotypes attached to women in the sports field. An underlying stigma for women who play sports, achieve leadership roles in a sports organization or assume a masculine, task-oriented style of leadership is that they are lesbians. Homophobia is a huge hindrance to women to accept leadership positions. Some women would rather keep their lower-status position than be labeled as having homosexual tendencies for advancing in the male-dominated field of sports.

One last explanation for the difference between women's leadership in the sports field versus women's leadership in other nontraditional fields is that many athletes assume leadership positions within the sport they have played after their athletic career has ended. This transformation is good for the company because of the high-profile exposure the athletes brings to the position, the first-hand knowledge the athlete has in the business, the numerous contacts the athlete has made during his/her career, etc. Since most of the high-revenue sports organizations focus on male sports, many of these athletes are men. Thus, there is much bias in allowing a former athlete to attain a leadership position within the sports industry rather than a woman who has had no previous experience as an athlete. Unfortunately, this is how this business works. This trend is not as typical in other nontraditional fields because the world of sports is a unique field that focuses on the human body -- specifically, the male body.

Women Leaders in Nontraditional Fields

According to Judy B. Rosener in her article, *Ways Women Lead*, "Women managers who

have broken the glass ceiling in medium-sized, nontraditional organizations have proven that effective leaders don't come from the mold" (Rosener, 119). Instead, women must prove themselves capable of good leadership in other ways. One of these ways is by changing their leadership style to accommodate the changing needs of corporations today. In a recent survey sponsored by the International Women's Forum, men were found to exhibit "transactional leadership", incorporating a series of exchanges and interactions with subordinates. They are also more likely to use their power as a coercive source.

Women on the other hand lead with more of a "transformational" style. Therefore, they help subordinates "transform their own self-interest into the interest of the group through concern for a broader goal" (Rosener, 120). Women are more likely to ascribe their personal characteristics like charisma, interpersonal skills, hard work or personal contact rather than to organizational structure (Rosener, 120). They encourage participation, teamwork, and mutual self-worth amongst their work teams. In her article, *On Breaking the Glass Ceiling: The Political Seasoning of Powerful Women Executives*, Lisa Mainiero adds characteristics such as hard work, dedication, intelligence, luck and opportunity that women use to succeed to upper level leadership positions (Mainiero, 6).

These differences in leadership styles is one way of setting men and women apart in the workplace. Yet, gender seems to predict rank in the workplace more so than leadership style. Only half of the variability in organizational rank associated with gender is explained by such apparently relevant criteria as experience or education" (Oyster, 527). This is a discouraging fact which makes the glass ceiling that much more unpenetratable. Unfortunately, the same results reoccur often in studies which give additional support to these findings.

The General Accounting Office and the Office of Personnel Management surveyed 78 women in the Senior Executive Service (SES) to determine how women executives succeed. They were asked what characteristics (out of 250 characteristics) made them successful. The top three characteristics were: intelligence, people-oriented, and hard working. In contrast, the top barriers to their success were balancing life and work, overcoming challenges in their present job and battling the “old-boy network”(Little, 141.) This old-boy network gives impetus to the issue of women not being hired even though they have exceptional experience and education . In the book, How Women Executives Succeed, the Merit Systems Protection Board revealed that “women who entered government at the same time as men and have similar education and experience are promoted at a lower rate than men” (Little, 150). This old-boy network serves as a barrier to women in nontraditional fields more so than those stereotyped as “women’s” career fields because more women contacts exist in the latter where they are vacant in the former.

In their article, *Attitudes toward executive women: Do they differ geographically?*, Charlotte D. Sutton and Kris K. Moore suggest that “studies revealed that men’s and women’ attitudes about executive women do differ significantly; that biases do have a very real effect on women’s performance appraisals, job assignments and promotions; and that women on their way up the corporate ladder do face special problems that are not encountered by men” (Sutton and Moore, 75). Another study conducted in the *Academy of Management Journal* revealed similar data about men’s perceptions of female managers. “This longitudinal study of male and female MBA students’ attitudes toward women executives has shown that a wide discrepancy exists between these two groups. Men are much more negative toward women executives than are women. Women may expect to continue to suffer from discrimination and stereotyping for some

time to come" (Dubno, 238). If women are not based on skill, experience or education, then how are they to advance hierarchically to leadership positions?

To answer simply, women are not advancing hierarchically. In fact, "less than five percent of the top positions in American corporations (i.e., positions within three levels of the their executive officer) are held by women" (Mainiero, 5). Two reasons exist for the problem of advancement with which only women have to contend. Reason one: Women's motives are often questioned as to how long they will remain with the corporation (i.e. leaving to stay home with young children) and reason two: women must be exceptional, outperforming the guy next door and creating the illusion that she is a "superwoman". Women have to deal with issues of which their male superiors are not even aware.

Scope of the Problem

The beginning of the 1980's was the first time white men comprised less than 50% of the workforce. It was the first time that more women than men enrolled in college. It was the first time that more than 50% of all women worked and more than 50% of all married women worked (Lopiano, 1). Author Susan Faludi maintains that the coming dominance of women in the workplace strikes at the heart of male masculinity -- which is not leadership, physical strength, or decision-making power -- but a male definition of 'good provider for his family'" (Faludi, 1991). Such a threat created a tension in the workplace between males and females. This tension is escalated to the extreme in career fields that are typically associated with male dominance. Perhaps the most prominent of these fields is that of sports.

Since the early 1980s, women have actually lost ground in the world of sports

administration, despite the emphasis throughout this time on gender equality, the passage of the Civil Rights Act in the mid-sixties, and the initiation of Title IX (to be discussed later in the thesis). Less than 16% of women's programs are led by women athletics administrators -- down from 90% in the early 1970s (Lopiano, 1). Another source quotes that "only 21% of college women's athletic programs are headed by women, and women fill only 33% of all administrative jobs in women's programs. In high school, less than 20% of athletic directors are women, and less than 40% of directors of physical education are women (Feminist Majority Foundation Task Force on Women and Girls in Sports). It was once very common for women's sports teams to be coached by women; usually volunteers who desired to give girls an athletic outlet. Now, however, "half of women's college teams are coached by men, but only about 2% of men's teams are coached by women" (Feminist Majority Foundation Task Force on Women and Girls in Sports). The record is not much better in secondary schools. "As of 1990, over 40% of girls' teams were coached by men, but only 2% of boys' teams are coached by women. Seventy-five percent of all high school teams were coached by men" (Feminist Majority Foundation Task Force on Women and Girls in Sport).

The following statistics illustrate the current scope of the lack of women's leadership in the sports field:

*In 24.4 percent of the women's programs, no female is involved in the administration (Acosta, R. V. & Carpenter, L.J., Women in intercollegiate sport: A Longitudinal study-Seventeen year update, 1977-1994. unpublished manuscript, Brooklyn College, 1994)

* Only five percent of the voting representatives to the NCAA governing organization are women (Race & Gender in Sports Media Conference, 1989)

* Of 174 Senior Women Administrators (SWA) in NCAA member institutions, 43 percent never sought a vertical or lateral job change although 95 percent feel they are fully qualified (Acosta &

Carpenter, 1992)

* There are qualified female candidates for administrative positions, but there is little active recruiting of female candidates. The NCAAs Senior Womens Administrators (SWA) average 2.2 degrees and 11+ years of coaching experience (Acosta & Carpenter, 1992)

* Including all 302 Division I colleges in the United States, 15 women govern both men's and women's athletic programs (Dozier, 3).

* Women comprise only 19 percent (31 of 161) and 7 percent (3 of 42) of the official USA delegations to the Barcelona and Albertville Olympics respectively (USOC, 1994)

* 1981 saw the election of the first two women to the 91-member board of the International Olympic Committee (IOC). In 1986 Anita DeFrantz became the first American woman in the IOC (Davenport, JOPERD, 1988)

* Since 1971, only six women, comprising 6.3 percent, have been appointed to the International Olympic Committee (Kluka, D.A. 1992). In 1996, this number rose to seven women members among its 106 members and one woman on its 11-member executive board (Kurylo, 2C)

* There are three women, including treasurer Sandra Baldwin, on the 21-member USOC executive board (Kurlyo, 2C)

* There are six women presidents of national Olympic committees, in Fiji, Georgia, Romania, Czech Republic, Tonga and New Zealand (Kurylo, 2C)

Though the numbers of women involved in leadership positions in sports organizations are increasing over time, the percentages are still not adequate to tap the valuable resources women can contribute. Therefore, women are losing ground in the sports field rather than gaining it. It may appear as though more women are gaining access to this field; however, this appearance is deceptive. The sheer numbers of women leaders in this field may be increasing, yet the percentage of women leaders is much lower than in the 1970s. One reason for this loss in ground is Title IX. When Title IX mandated that more money be spent on women's programs, paid coaching and administrative positions in women's sports became lucrative and attractive to men. Where once, 90% of all coaches of women's college teams were women, that figure today is 47%

(Lopiano, 4). In the name of Title IX, compliance and financial savings, most of the collegiate men's and women's athletics programs in the country were merged under single administrative structures with the director of the men's program taking the top administrative position. Women administrators lost decision-making power, control of the employee acquisition and retention process and responsibility for the development of women's leadership roles and programs (Lopiano, 5).

The success rate of filling sports leadership positions with women does not equal the vast scope of the problem. "If you look at pure equity, we're still not close to a 50-50 balance, but we'll see more women doing this in the future" says Jo Ann Heindel, assistant athletic director at Deerfield [preparatory school] for fifteen years before assuming the number one job nine years ago (Reinmuth, 12). Only as companies, schools and organizations begin to comprehend the numerous advantages of hiring women for leadership positions will a equity balance be reached.

Barriers

It takes special enthusiasm, persistence and drive for a woman to advance to a leadership position in a sports organization due to the numerous barriers in her career path. Women have had to endure a long wait for their chance to advance, some having to wait until the man in their desired position retired. Others have patiently waited until their children were older in order to dedicate the long hours necessary to make a name for oneself in a male-dominated career. Still others have attempted a leadership position in a sports organization that had a negative experience with one woman and therefore, is reluctant to hire another. Whatever the case may be, women must work harder, stay later and go beyond the call of duty to break into the "old boy's network"

well established in the world of sports administration.

The "old boy's network" is one of the biggest barriers for women leaders today. Males are strongly predisposed to form and maintain all male groups, particularly when sports are involved. This bond can be emotionally taxing for women when there is no other person of her gender with which to establish her own bond. Dana McPherson, the sole female in a group of male interns for the Orlando Magic, confides, "It gets frustrating at times. I feel alienated from the male bonding that goes on with the other interns" (Dozier, 2). Cari Coats agrees. "There are some environments that are not conducive to women," Coats says. "You have to do the best job you can, be a team player and have a sense of humor" (Dozier, 2). Women deserve the same rights as men and therefore, should not have to endure the added frustration and burden of a bitter work environment.

The old boy's network guarantees another disadvantage by means of bias when hiring new employees. Donna Lapin, former director of women's athletics at the University of Texas at Austin and executive director of the Women's Sports Foundation in East Meadow, N.Y. attests, "We (women) are not in the network of those doing the hiring in sports administration. People hire people they are comfortable with. It takes an effort to hire minorities and women and make them feel comfortable, especially when you are not used to certain kinds of people" (Dozier, 5). Unfortunately, laws cannot automatically remove sex discrimination from our society and they cannot prevent unethical behavior. Instead, the resentment gets pushed underground into the environment of the workplace and farther into the subconscious of the "old boys". The resulting bitterness affects the hiring process, promotion decision and all-around attitude of the company.

Women with established leadership positions in the sports field have a limited chance for

promotion in comparison with their male counterparts. Women do not want to be a whistleblower when it comes to inequality within the system -- especially in an old boy's network. Cases like these occur often and cause the female leader to feel trapped. One reason for a woman's timidity is a fear of being fired if they push too hard for equality or are too assertive. This is also main reason why more women have advanced laterally while their fellow co-workers have a more direct route to the top.

Another reason women leaders remain stagnant in their sports administration careers is because of misconceptions and stereotypes about women's leadership styles. It is challenging for women to assert their unique style of leadership in this male-dominated sports world because the typically male style of leadership has been the accepted mean for so long. The process of attaining a sports leadership position is almost as competitive as the sport itself. Due to the incredible amount of money involved in professional sports today, leadership positions within these organizations are extremely limited. However, women are at an even greater disadvantage than their male colleagues in achieving a position because competitiveness is not a "typical" female attribute. Therefore, it is difficult for a woman leader to compete at the same level as men while maintaining an expected feminine composure.

This disadvantage leads to another barrier that haunts female leaders in the sports world -- the stigma of homosexuality. "Homophobia in women's athletics is widespread. More than half of female administrators surveyed said their involvement in sports often led others to assume they were lesbian" (Feminist Majority Foundation). Many women feel this homophobia is a hindrance to attracting and retaining women in athletic careers, be that of athlete or administrator.

Christine Grant, University of Iowa women's athletic director, says homophobia in women's sports

is "like the McCarthyism of the 1950s. The fear is paralyzing". Focusing on sexual orientation unfairly denies women opportunities in sports on the basis of personal preferences irrelevant to athletic or leadership abilities (Feminist Majority Foundation). Keeping these stereotypes alive continues to harm women in sports leadership and is a way of confining women who attempt to follow their dreams of leadership in a sports organization.

Along with the perception that characteristically "unfeminine" women accept leadership positions in the sports world are those who believe that sports is a "male-think thing". Many postulate that males deserve the leadership positions and that the change of outlook women bring is detrimental to the system. The women observed in a study performed by the Center for the American Woman and Politics (CAWP) believed they had something unique to contribute because they were women; some felt that their radically different values would force new ways of looking at and doing things (Kahn, 21). Women's unique outlook and styles bring change to sports leadership -- change that is not always readily accepted.

Accepting women in sports leadership is more than just an unpleasant change in some areas; it is a cultural change. The IOC could face resistance in some countries, particularly in nations where opportunities for women are restricted. IOC President Juan Antonio Samaranch acknowledged that the decision will cause "quite a bit of difficulty" in some countries but that "we will fight for the right to which women are entitled" (Kurylo, 2C). Women must fight hard locally as well as globally to ensure that sports organizations become less one-sided in their leadership structure.

Donna Lopiano, Ph.D. reports a "gradual extinction of advocates of women in sport" (Lopiano, 4). Potential leaders disappear along with the loss of such voices. Mel Lowell,

executive vice president of the Tampa Bay Lightning, professes, "Unfortunately, women have not been getting the basic skill requirements so they have not had a significant representation from the pool (of applicants) that we draw from" (Dozier, 3). Sufficient training is a basic asset that should not be a barrier to a woman's career. Before she battles the old boy's network, a woman must first be armed with an adequate set of skills. Starting out on the same level as men is a fundamental equity which should easily be met...but isn't.

Advantages

"When the entire leadership group of a corporation are people with the same perspective, the probability is that there will be fewer new ideas" (Jackson, 56). Despite the overwhelming barriers women must face to hold leadership positions in sports administration, there is a growing realization of the benefits that women bring to such organizations. Such benefits include new ideas and different perspectives.

Another positive aspect that women bring to an organization is the ability to manage conflict. "Women in leadership positions must be comfortable with conflict. They must be willing to take risks by introducing new and uncomfortable ideas to prevent the group from sinking into a 'group-think' mode or morass of comfortable mediocracy" (Kahn, 18). Women introduce risk and a sense of uncomfortableness merely by being a different gender in a male-dominated field. This deviation encourages men to reach beyond their norm and bring about better ideas in the end.

There is a "leadership paradox" associated with this phenomenon. A leadership paradox is the use of conformity to gain the right to deviate. In the recent past, it was necessary for women

to sacrifice their unique style in order to fit the mold of male leaders. Now, with the acknowledged advantages that women leaders bring to the field of sports administration, they are making choices instead of sacrifices. Women are slowly becoming more free to be themselves while being recognized as an asset rather than a hindrance.

The leadership paradox allows women to earn "idiosyncrasy credits". This is a term to describe the process of accumulating credit by conforming (Reinmuth, 14). This credit can then be withdrawn when the leader chooses to deviate from the norm. Gender differences once prevented women the opportunity to gain idiosyncrasy credits because they could not conform to the group norm. Companies suffered as a result of this fact. Today, however, sport organizations that utilize women's leadership benefit from the accumulated idiosyncratic credits.

Another positive aspect of increasing women in the sports world is a balance among the employees. "Organizations with a better balance of people would be more tolerant of the differences among them" (Kahn, 19). This phenomenon creates a slippery slope. For example, it creates a reduction in stress on the people who are "different" and a reduction in conformity pressures on the dominant group. It would be more possible, in such an organization, to build the skills and utilize the competence of people who currently operate at a disadvantage, and thus to vastly enhance the value of an organization's prime resource: its people (Kahn, 19). This creates a more comfortable working environment, which in turn, encourages productivity and revenue. The golden rule of all businesses - sport or no sport- is to increase revenue.

Given the above rationale, expanding the role of women leaders in sports organizations increases the opportunity to expand the reach of sport as an entity. Increasing women leaders requires openness and fairness amongst sports organizations and the old boy's network. These

qualities are viewed as positive changes in any company. After all, "getting new blood and new people can only help. It can't hurt" (Kurylo, 2C).

Advancements

The advancements made in the recent past have been increasing for women in sports leadership. In terms of the flexibility and ease with which organizations hire and promote women, the industry has made great strides. James E. Preston, chairman and chief executive of Avon Products, Inc., said he "believed the pace of change would pick up since more women were gaining the management experience needed to win top posts" (Jackson, 56). Increased skill level is one less excuse for women not to be promoted to leadership positions within a sports company or organization.

Perhaps the most recognized and significant advancement was made for women by the IOC. This committee recently made an addition to the Olympic Charter, strongly encouraging the promotion of women in sport "at all levels and in all structures, particularly in the executive bodies of national and international sports organizations" (Naughton). This addition was made official in September 1995, when the IOC Executive Board passed a resolution requiring that women make up 10% of "the decision-making structures" of all National Organizing Committees by the year 2000, and 20% by the year 2005 (Amateur Athletic Foundation of Los Angeles). This resolution denotes a new paradigm in the leadership of sports on a global spectrum.

Along with the increase in women on the executive decision-making structures, the IOC has also set a five percent target for women in sports leadership jobs outside the Committee by the end of the century, rising to 10% by 2005 (Naughton). With such a credible and respected

figurehead in the sports world taking an aggressive stand on the issue, other sports organizations are more prone to follow in its footsteps.

In fact, one organization did take notice of the IOC's initiative and responded proactively. The United States Olympic Committee (USOC) organized a \$100,000 program aimed at putting more women in leadership roles in the USOC. Two recruiting workshops were launched, "each allowing up to 25 women a chance to learn more about the Olympic committee and become more involved in decision-making roles" (Rocky Mountain News). These advancements are small steps for women, but giant leaps for womankind!

Solutions

Katherine Hudson, president and CEO of W.H. Brady Co., a \$314 million international manufacturing company, said, "I've come to the conclusion that the glass ceiling isn't really made of glass, otherwise it would have been broken already. It's really made of a durable plastic, like GE's Lexan. So if women can't break through the barrier, they must remove it. To do that, we must find the screws in the framework and remove them" (Nuelle, 47). This perspective summarizes the feelings of so many women frustrated by the male-dominated world of sports.

Hudson continues to point out four pressure points in the plastic ceiling which women need to bring about solutions. First, women must not be steered away from the disciplines necessary to compete in typically male-dominated industries like sports and business. Second, the promotion process must be open and well-understood. Third, women must be given the opportunity to run the show and attain positions in operations and manufacturing, not just human resources and public relations. Finally, trust must be established. Male leaders in sports must

make a special effort to spend informal time with women as much as men to create and maintain a comfortable work atmosphere. This effort helps eliminate the illegitimate bonds of the old boy's network.

All solutions need not take the form of a resolution to be effective. Every attempt at equity counts. For example, mentor programs within companies are very effective means for development opportunities. A woman is less likely to get looked over if a superior is watching out for her. In this same regard, "companies need good systems for identifying high-potential individuals early and ensuring they have the appropriate career development opportunities" (Nuelle, 49). If managers are held accountable for the advancement of women, the issue of discrimination becomes less of a problem and the original focus becomes hiring the most skilled worker -- male or female.

The necessity to gain revenue serves as its own solution. Businesses need the best businesspeople, both men *and* women. "You will see that as sports in general become more of a business, managers will not make decisions based on who knows the sport but rather who knows the business" (Dozier, 4). A field that was once defined by its masculinity must now be defined by its MBA graduates. Women can create their own solutions by getting the best education and experience to enhance their marketability.

Individuals not even involved in the sports world can make an effort for women in all industries where underground sexism still exists. By doing simple tasks such as disseminating articles in journals and newsletters to educate and make businessmen aware of the scope of the problem. Also, letters can be sent via e-mail demanding that gender apartheid be considered as a main issue for the IOC, USOC, etc. This method is extremely effective. For example, due to

international pressure, Iran brought one woman athlete to the Olympic Games in Atlanta, even though she had to compete in full Islamic dress. If enough pressure is applied, current leaders must take action or feel the negative consequences.

Businesses can designate at least one if not two or three internship positions for women. National Governing Bodies, businesses, universities, etc. must maintain their own data on numbers of coaches, administrators, and governing board members by gender. That data must be assembled, published and reviewed each year as a means of both internal and external checks and balances.

The decisive solution will be determined when the balance of female leaders is equal to that of males. Only then will this issue be resolved. Bob Naughton, Athletic Director for 15 years, summarizes the definitive solution perfectly: "It has gotten to the point now where you don't even stop and think, 'This is a woman athletic director.' I can't think of any reason why the job lends itself more to a man than a woman" (Reinmuth, 16).

Methodology

The purpose of this research is a two-pronged. The first prong examines reasons for the lack of women in significant leadership positions in the sports field. The second prong compares what separates the lack of women in the sports field from the lack of women in other nontraditional career fields. I will attempt to prove my hypothesis that the glass ceiling in the sports field exists for different reasons than it exists in other nontraditional career fields.

Matthew B. Miles and A. Michael Huberman support multi-site research in their text, *Qualitative Data Analysis: A Sourcebook of New Methods*. "Multiple-site studies are especially

appealing because they can purposively sample, and thereby make claims about, a larger universe of people, settings, events, or processes than can single-site studies" (Miles and Huberman, 37).

Therefore, I intend to utilize several methods of examination such as exploratory research, experience interviews, ethnographic research and qualitative analysis in my data collection.

Detailed analysis of these instruments should provide a foundation to prove my hypothesis true or false. Ensuing solutions will then be derived and suggested as to how the lack of women leaders in the sports field can be resolved.

A qualitative study serves as the best method of research to encompass the four components of exploration and comparison listed above. Qualitative studies focus on process and meaning. In his book, *Research Design: Qualitative and Quantitative Approaches*, John W. Crosswell encompasses several aspects involved in a qualitative methodology. These aspects include: a specific design for the project, sources of data collection, procedures for data recording, coding process for data analysis, and a means of comparison for external validity (144).

The first step in defining the true scope of this problem is to gather exploratory research from sources such as the Internet, journals and databases such as OVID, Lexis-Nexus, the Women's Studies Index on CD Rom, Netscape and SportSearch. From these sources, I hope to answer the following specific questions:

- * Is sports leadership a male-dominated field?
- * What obstacles must women overcome to break the glass ceiling in this field?
- * Is gender a hindrance or an asset in the sports field? If so, how does it compare to other fields?

- * If women are less likely to succeed into positions in sports leadership than in other nontraditional fields, what factors account for this disparity?
- * What have women who have attained leadership positions in the sports field done differently to overcome the barriers?
- * Is the percentage of women in sports leadership increasing? What are the reasons for this advancement?
- * Do women lead differently than do men in the sports field?

Preliminary research reveals a disproportionate number of women in leadership positions in the sports field. Therefore, the next step in my project is to investigate the reason for this disparity. The best method for retrieving this information is by conducting experience interviews.

Experience interviews serve the purpose of obtaining relevant information to the previously collected data from those women who have attained leadership positions in the sports field. The interviewees can provide first-hand accounts of actual career paths, barriers, and factors that have contributed to their success in the sports field. Their perspectives are vital to the methodology as a whole because they will prove the information's applicability to "the real world". Experience interviews determine the pragmatic value in relation to the theoretical validity of the collected data.

In determining the best women to interview, I utilized personal contacts from previous internships, cold calling, and a method called "snowballing". Snowball sampling, also called "network sampling" is a "strategy which each successive participant or group is named by a preceding group or individual" (Schumacher and McMillian, 381). The process snowballs as sources increase at a direct rate. Dick Mack at the United States Olympic Committee (USOC)

was a source of two former sources. He began the snowballing procedures by distributing my cover letter and interview questions to the women in the top ten leadership positions within the USOC. I began the snowball process a second time through Denine Moser at NFL Films. She soon distributed my information to numerous football organizations.

Participant referrals are the basis for choosing the sample. By developing a profile of the attributes of each interviewee, I was able to form a sample group that is not naturally bounded but rather composed of different representative populations (Schumacher and McMillian, 381).. The procedure repeated itself until I had secured seven interviews in different sports, organizations, geographical locations, leadership positions, and all aspects of the sports world. This diversity eliminates bias. The seven interviewees are as follows:

Alleyne, Tonya

Director of Media and Public Relations

American Basketball League

Richmond Rage

Karin Buchholz

Director of Athletic Development

United States Olympic Committee

Anita DeFrantz

Executive Board of Directors

International Olympic Committee;

President

Amateur Athletic Foundation

Ruth Goehring

Associate Athletic Director
University of Richmond

Leslie Hammond

Director of Information
American Football League

Michelle Kline

Director of PR
NFL Films, Inc.

Benita Fitzgerald Mosley

Director of the Athletic Training Center, San Diego
United States Olympic Committee

The next component of Croswell's qualitative methodology is a procedure for data recording. Data recording is accomplished through "ethnographic research". Ethnographic research is described by Croswell as having four essential components:

1. a "domain analysis", the search for a semantic relationship in the data
2. a "taxonomy" wherein the researcher displays the relationship among all of the included terms in the domain in a branch diagram, a content outline, or tabular forms
3. a "componential analysis" which shows differences among informants on select criteria
4. a "thematic" analysis that encompasses the earlier three types (157).

A "domain analysis" will be executed by determining a pattern of key words/concepts among the information obtained in experience interviews. Key words or ideas serve as a basis for

the coding process. In order for complete accuracy and correct application, a description of its structure in further detail is provided.

Coding consists of examining the contents of the interviews and specifically looking for underlying concepts providing the most “substance”. These larger concepts are then abbreviated into words serving as “codes”. An organized list of the codes found in each interview is then constructed to visually illustrate the strongest correlations between the collected data. This tabular outline comprises the “taxonomy”.

The criteria provided in the outline is then analyzed to reveal consistencies/inconsistencies, patterns, and parallels in the interviews. Such “componential analysis” is necessary to disprove any demographic, company, or personal bias in the subjective interviews. The patterns that evolve are analyzed in comparison to literary research regarding women’s leadership in other nontraditional fields. This comparison is important in that it reveals whether obstacles women must overcome to attain leadership positions in the sports field are similar to obstacles all women must overcome in attaining any leadership position. The result of this “thematic analysis” will answer the second prong of my thesis: If women are less likely to advance into positions in sports leadership than in other nontraditional fields, what factors account for this disparity? Thus, ethnographic research is the last vital component serving as a comparison for external validity.

Results/Findings

Code Words

The following is a list of the 30 most frequently cited words or concepts compiled from the seven interviews conducted amongst successful women leaders in the sports field:

Title IX

timing

former athlete

society must change

consensus

acknowledgment/publicity/exposure

hard work

sacrifice

love what you do

tough-skinned

set goals

open-minded

don't be intimidated

long way to go [society]

volunteer

get position by default

obstacles

opportunities

difficult

take risk

increase

contribute/set example

knowledge of sport

PR

“superwoman”

experience

competitive

know people/contacts

open doors

fate

Frequency of Code Words

The following is a list of code words/concepts and the frequency in which they were discussed/mentioned in the seven interviews. The most frequently-mentioned words/concepts are at the top. The column continues down the page with the least-frequently discussed at the bottom. The column to the right of the words signifies the exact amount of times each word/concept was mentioned.

<u>Code Word</u>	<u>Frequency</u>
acknowledgment/publicity/exposure	21
former athlete	20
societal views must change	15
Title IX	14
opportunities	14
hard work	12
consensus	12

position by default	12
love what you do	11
timing	10
long way to go	9
PR	8
experience	8
know people/contacts	8
contribute/set example	8
knowledge of sport	7
competitive	7
set goals	6
don't be intimidated	6
tough-skinned	5
take risk	5
increase	5

volunteer	4
obstacles	4
sacrifice	3
open-minded	3
“superwoman”	3
open doors	2
difficult	2
fate	1

Interviewees

Alleyne, Tonya

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Karin Buchholz

Director of Athletic Development

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Anita DeFrantz

Executive Board of Directors

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American Football League

Michelle Kline

Director of PR

NFL Films, Inc.

Benita Fitzgerald Mosley

Director of the Athletic Training Center, San Diego

United States Olympic Committee

Analysis

The interviews revealed numerous parallel patterns of thought regarding the success of women who have broken down doors in a male-dominated field. Though the backgrounds, career paths and motivations were different, each woman had at least two things in common: their gender and their achievement. Each had a different take on how their gender effected that achievement, yet each knew that there was a definite correlation between the two. In fact, only one question received a unanimous response: Do you

lead differently because you are a woman? Each woman responded positively in that even if they could not assign a specific leadership definition to their personal leadership style, they knew that their style was different from those of their male counterparts. This finding is the underlying theme amongst the other 30 categories for which the interviews were coded.

Categories were chosen and analyzed in accordance with their percentage of frequency. The 30 categories are listed in descending order according to relevancy and credibility of the information as it relates to the hypothesis. Frequency dictates such relevance and importance. Therefore, the top ten words/concepts were selected as comparative instruments for a detailed analysis. The ensuing interpretation of these findings provides a possible solution for the second prong of the two pronged hypothesis. The remaining 20 codes are listed in an appendices.

Publicity/Acknowledgment/Exposure

The concept yielding the most frequent response dealt with the lack of acknowledgment, publicity and exposure given to female sports and consequentially, female leadership positions in the corporate sports field. The conception of a slippery slope surfaced in each interview as to how the lack of exposure of women's sports results in a substandard revenue gain. This lack

of revenue results in an unequal allotment of funds from the school, organization, corporation, media, etc. Thus, male-dominated sports receiving the greatest recognition and media exposure benefit from ample funding. Due to the fact that 99% of male athletic teams have male coaches, it is the men who advance to the forefront of the sports field. Men are more likely to gain access to leadership positions in the corporate offices because they have established credibility, have inside knowledge of the sport and are already a welcome member of the exclusive "old-boy network".

Only one interviewee added an interesting twist to this sequence of event. Ruth Goehring, Associate Athletic Director at the University of Richmond revealed, "It is a myth that men's sports bring in more revenue. Football is a financial loser in those schools that do not make it to a bowl game. Small schools receiving no exposure get no money. So isn't it ironic how schools are still reluctant to hire women directors for the football programs" (Goehring interview). Goehring's views are supported in literature from the *Women's Feminist Majority*: "The schools that receive the most from alumni giving are not the ones with the big name football or basketball teams. Whether or not sports teams bring in money to a school is irrelevant in the eyes of the law. According to Title IX, gender discrimination at federally-funded educational institutions is illegal even if the

school's football team is making a profit or bringing in lots of alumni dollars" ("Exploding the Myths", 2). Though college sports programs differ in many aspects from professional sports organizations, funding is not a legitimate excuse for the advancement of men over women in administrative positions. One is not the cause or effect for the other.

Exposure eventually yields acceptance. The more acquainted society is with the idea of women's sports, the more the perception of women's sports as "viable, wholesome fun, and an entertaining market" will change and flourish (Alleyne interview).

"Sports only used to be open to the elite and the wealthy. When professional sports arose at the turn of the century, only wealthy people could be spectators. Women were usually only in factory leagues. The problem was that there was a lack of publicity for women's sports. It isn't that women's sports are less interesting or fascinating than mens' sports, it is simply that they have not been acknowledged (DeFrantz interview).

Along with the positive identity of the sports program will come the positive identity of women in the sports field. Thus, credibility, esteem, and the foundation of a new network will be extended to women as they are currently extended exclusively to men.

Former Athlete

The second most frequent response amongst the interviewees was a commonality of former athlete status as a ticket into the leadership arena. This factor of success correlates with women leaders of other nontraditional fields. Benita Fitzgerald Mosley, Director of the Olympic Training Center in San Diego, CA suggests that a majority of Fortune 500 executive women are self-identified as tomboys and athletes. Therefore, she believes that athletics in general is likely to have some contribution to one's executive success (Mosley interview).

A thought-provoking glimpse at *Life* magazine's story featuring the major presidential hopefuls for the 1988 election reveals what the candidates wanted to be at age 12. The responses came as follows:

Candidate	Wanted to be at age 12
Bruce Babbitt	Ski instructor
George Bush	Major league baseball player
Robert Dole	Doctor or baseball player
Michael Dukakis	Doctor
Pete DuPont	"Something different than at age 11"
Richard Gephardt	Cardinals center fielder
Albert Gore, Jr.	Professional football player

Jesse Jackson	Professional baseball or football player
Jack Kemp	Professional football quarterback
Paul Simon	Journalist

(taken from the book, Women in Power, pg. 65)

Interestingly enough, seven out of ten presidential candidates wanted to be athletes. Could this have been due to the abundant exposure, the high esteem granted to athletes, or perhaps the ensuing wealth and fame? One can only speculate. However, this story illustrates just how glorious athletes are perceived in our society.

Lisa Mainiero states "Building Credibility" as the second stage in a successful career path. With credibility, one "builds credibility among bosses, peers, and subordinates. For some [women] it involves showing they could perform against stereotypes. For others, it required demonstrating that they could work within the system. For most, it involved demonstrating a proven track record of successful accomplishments" (Mainiero, 11). A proven track record is not taken as just a metaphor in the sports field. In fact, it means just that. Former athlete status illustrates to employees that one has self discipline, sets attainable goals, and is competitive -- all of which are highly-sought characteristics of employees within the sports field.

One aspect that should be considered is the high esteem

associated with athlete status. "Because our sense of self-worth prospers when we are members of prestigious groups, people often draw attention to their membership in such groups. Robert Cialdini and his associates call this tendency basking in reflected glory (or BIRGing) and suggest that it enhances our social identity" (Forsyth, 68). One enhances the identity of a company when athletes with a notable track record are brought on to the work team. This is a good promotion technique for the business as well as a good morale boost for coworkers. Any added benefits contributing to a company's welfare will no doubt be used in today's competitive society.

Societal Changes

The third most highly discussed concept of the interviews consisted of a change of perception at the societal level. This concept is perhaps the most correlative to women's leadership in executive positions of nontraditional fields. In the book, Women and Empowerment, it is suggested that, "gender socialization permeates all levels of social exchanges. Learned gender behavior is a powerful determinant of unequal relations between the sexes. One implication of the persistence of learned gender differences is that if socialization processes can be changed in critical ways, adaptation that involves shifts in macro structures at later stages may occur" (Hall, 95). If equality

can be achieved in the workplace, it may stimulate social changes within the broad spectrum of gender roles that dictate societal values and norms. Under the section "Scope of the Problem" in the literature review, a chronology of events is determined and a psychological/sociological explanation for the correlation between masculinity and power is offered. The paradigm suggests that the status of a man in an executive position is a direct reflection upon his role as a provider. Women executives pose a threat to the historical and societal values and views dating back as early as the caveman - where man's body type was more powerful and effective for hunting, building, etc. Essentially, the masculine characteristics were vital for survival. The masculinity associated with athletics only exacerbates this paradigm of man as superior in the sports field. A heightened awareness exists for males in executive positions that reaches far beyond equality in the workplace. Allowing women equal status in sports leadership positions permeates the underlying stigma of masculinity throughout society as a whole.

In Virginia E. Schein's article, "Would women lead differently?", she acquiesces, "Ironically, strongly held attitudinal barriers may well be blocking the very increases in the number of women in powerful positions necessary to bring about these vital changes. Although sex role stereotypes have little basis in reality, they can color our evaluations of people" (158).

Fortunately, society has made great strides in altering its attitudinal barriers...especially since the caveman days! Yet, it still has a long way to go before these barriers are broken and women have the same chance of promotion in a nontraditional career field such as the sports field.

Title IX

The fourth most frequent concept mentioned amongst the interviews was Title IX. As mentioned in the literature review, Title IX is a federal law passed in 1972 prohibiting sex discrimination in federally-funded education, including athletics ("Empowering Women in Sports", 1). Due to this law, schools were required to allocate equal funding, sports opportunities, and equipment for both men's and women's sports programs. As a result, numerous collegiate athletic scholarships were extended to women that were nonexistent until then ("Women in Sports and the Olympics", 1). Coaches salaries for women's sports saw a dramatic increase as well. Better coaching, recruitment, and an opportunity for higher education for athletes was now available on a more extensive basis.

Title IX was most often referred to in the interviews as a specific area of gain for women in sports leadership. However, this law was mentioned throughout the interviews in reference to its landmark strides in women's athletics. Not only did Title IX

create opportunities, it set a standard for the socialization of women's rights in the American society. Women's sports and women's status as leaders within this field were noted as worth of funding, exposure, and equality.

Benita Fitzgerald Mosley credits Title IX for her full collegiate athletic scholarship. She sites the statistic that before Title IX, only one in twenty-six women played sports. After its existence, one in three women became involved in competitive sports (Mosley interview). Mosley is a big advocate of athletic background contributing to the success of executive women. Therefore, Title IX and other eye-opening changes of its kind help women gain access to the leadership positions for which they have waited so long to achieve.

Opportunities

Surprisingly, the word "opportunities" was the fifth frequently mentioned word. It was used in reference most often in the context that opportunities for women have increased over time. As previously discussed, many opportunities were created by Title IX and have become more abundant since then. In almost every occasion where the word "opportunities" was mentioned, the phrase, "but we still have a long way to go" followed. Such a chronological pattern predicts that opportunities will continue to increase at a constant rate so that executive leadership

positions for women will be more attainable in the future -- preferably the near future.

Another context in which this word was used was that of these successful women creating their own opportunities through hard work, long hours, personal contacts, volunteer experience, etc. Whereas opportunities are open for men, women have to devise and create them. In each interview, questions two and three focussed on the background of the women and how they got into the sports field. A parallel amongst the vastly different backgrounds was an extra effort to bring about opportunities which are not regularly so accessible for women. For example, Benita Fitzgerald Mosley dedicated endless hours in the sponsorship department of ACOG specifically to make contacts, get her name out, and open doors. Thus, she was proactive at creating opportunities rather than reactive.

A third way the word "opportunities" was utilized was how women must be ready to take advantage of the situation when opportunities do arise. Karin Buchholz, Director for Athletic Development at the United States Olympic Committee, exclaimed, "When opportunity knocks, I am ready!" In a male-dominated field, women do not know when the next opportunity will come along. Therefore, they must always be prepared to accept the challenge and prove their worth. Women must look for these chances and actively seek them out; yet "they must be willing to roll up their sleeves and go to work" as Leslie Hammond, Director

of Information for the American Football League, so eloquently stated it.

One last analysis is offered regarding the frequency of the concept of opportunities for women in sports leadership. The word "opportunities" was mentioned a total of 14 times, while the word "obstacles" was mentioned a mere 4 times. This fascinating result illustrates how vehemently determination and optimism play a role in women's attitudes toward advancement. Women in leadership positions did not make it to that level by doubting their ability or believing they should not make waves in a male-dominated field. It is this positive mind set that detains young girls from realizing or believing that the sports field is one geared for their male counterparts only.

Hard Work

Every interviewee responded with the same factor that contributed to their success as leaders in the sports field. This factor was hard work.

In her article, "On breaking the glass ceiling: the political seasoning of powerful women executives", Lisa Mainiero states, "Many of the executive women commented that the willingness to work hard was a necessary ingredient of their eventual success, personifying the axiom, 'Women must work twice as hard as men to succeed'" (Mainiero, 12). This statement not

only applies to women executives in the sports world; it applies to all executive women, especially those women in nontraditional fields. Women in the latter field have their work cut out for them more so than women in traditional fields because the way has not been paved as frequently by other women. Women in nontraditional fields do not have prominent role models and mentors to look up to as do women in traditional fields. Such a difference makes a huge impact on the amount of work required of pioneers in the nontraditional fields.

As discussed in the literature review, 78 SES women ranked characteristics that contributed to their success. "Hard work" ranked third out of the 250 available choices. One of the women even commented that "she spent more time at work than she did at home" (Little, 134-135). The emphasis placed on working extra hard is not an option but a necessity if women want to advance hierarchically in a corporation. The cliché "hard work pays off" is only true to a certain degree. Due to the fact that it takes contacts, restrictive opportunities, and the fact that society as an entity must alter its views, hard work will only get a woman so far. However, this aspect must not be discounted as an integral contribution to women's success in the sports field and other nontraditional fields.

Consensus/Teamwork

The words consensus and teamwork were interchangeably utilized in reference to the style of leadership each woman used. It is interesting to note how the word "consensus" is rarely mentioned in leadership theories, yet this word was a similar and repetitive response amongst several interviewees. A further description of the individual's style of leadership described the transformational style of leadership perfectly. This fact supports the research in the literature review in that women are more likely to be transformational leaders whereas men lead with a transactional style (Rosener, 120). In fact, descriptive words such as "softer, broader, not too authoritative, sensitive to workers' needs, govern by emotions, sentimental, humanistic, and values play in" were used to describe the interviewee's leadership styles. All of these characteristics define the transformational leadership style and are opposite of a transactional style of leadership.

Ruth Goehring described her style of leadership as a "consensus -- leading in a circle verses leading vertically" (Goehring interview). This conceptual focus describes an "interactive" style of leadership as well as a transformational style. "Interactive leadership is where women actively work to make their interactions with subordinates positive for everyone involved. Specifically, women encourage participation, share

power and information, enhance other people's self-worth, and get others excited about their work" (Rosener, 120). An interactive leadership style is often cited to describe executive women in all fields, especially those in nontraditional fields.

Therefore, there is a parallel between women's leadership in general and women's leadership in the sports field. Women have succeeded in attaining and enacting good leadership in traditional fields much more so than in the sports field.

Therefore, the search is narrowed as to why there is a lack of women's leadership in the sports field.

Attaining Leadership Positions by Default

Michelle Kline's interview was eye-opening in the fact that it proclaimed a cold burst of reality in what factors truly contribute to a woman's success in the sports field. She offered a blunt but refreshing answer which other women may be thinking but about which they will not speak. This is the fact that many reason only come into leadership positions due to default. The mysterious "opportunities" interviewees spoke of earlier could be a padded and polite way of saying "the door only became open when the man who was supposed to take the position could not". The following excerpt from Michelle's interview explains this concept well:

"An accident or fluke has to happen to men in order for women to get an opportunity to prove themselves; then they really have to shine. Women usually get their position because something bad happened to the man. For example, a crisis has to occur...like a car not starting, there is an illness, an emergency arises, etc so the opportunity is defaulted to the woman. It happens by accident. The boss will not give the first project to Sally; it will be given to male A, B, C, D, and E before it is offered to Sally" (Kline interview).

Kline's views are supported in academic literature. It is stated in the *Harvard Business Review* that, "Crises are generally not desirable, but they do create opportunities for people to prove themselves. Many of the women interviewees said they got their first break because their organizations were in turmoil" (Rosener, 125). Once women have the chance to prove their ability, intelligence, and leadership skills, then they are on the same plane as men. However, the chance does not occur as frequently as it should because crises do not arise that often! Women should not have to wait for accidents and illnesses. Yet, this is a possible explanation why creating opportunities was ranked higher in frequency of code words than getting a chance by default. Historically, men have been given first choice of careers, so it is only plausible that women must fight for such

unequally-distributed positions. Women now choose to create their opportunities rather than wait for them.

Timing

It is no coincidence that "timing" follows "attaining leadership positions by default". The two concepts complement each other in that one denotes an occurrence of the other. Specifically, timing insinuates that an accident, illness, or crisis has transpired and a woman happened to be at the right place at the right time. Granted, this phenomenon is not limited to women alone. However, it is more prominent among women and especially among women in the sports field. Nontraditional career fields are aptly named due to the disproportion of ratios of women to men, the disproportion of opportunities available to women, and the stereotype attributed to the type of work involved in that particular field. Thus, timing is a key factor, although out of one's control, that contributes to a woman's path to success not only in the sports sector, but in other nontraditional fields as well.

Love what you do

It is only reasonable that "love what you do" would sequentially follow "timing" in the rank of most frequently discussed concepts. Almost all the women interviewed proclaimed

passion in the field of sports leadership. They were willing to create opportunities, work hard, and persevere in this nontraditional field because of their love for their job. If there is no driving motivation behind their tough exterior, women would most likely be driven out of the sports field altogether. Of course it would be easier to seek a career path in a field that promotes women as quickly and easily as men. However, those who love their work are more likely to stay and fight for their right to a leadership position.

This concept correlates with the previously analyzed concept of being a former athlete. Athletes that reach the college level and beyond obviously have a passion for their sport. Their love for the sport could easily carry over to a leadership position of some capacity within the sports field.

One need not have the athletic ability of a competitive athlete to share the love of a sport. For example, Leslie Hammond, Director of Information for the American Football League, shares her love for the sport for which she later obtained her leadership position: "I am extremely interested in football and always have been since I was a little girl. My dad had season tickets to the Giants games so I always used to go with him. Therefore, I wanted to do a job related to football" (Hammond interview). Hammond was not discouraged from seeking a job in a male-dominated field because of her love of the sport of football. She expressed later how she supposed many women

enjoyed sports but did not feel comfortable revealing this interest due to the masculine stereotypes with which it is associated. Therefore, it is even more admirable when women choose to seek careers in such a taboo field due to their love of sports.

Comparative Interpretation

Interpretation of my analysis concludes that there is a lack of women in sports leadership for many of the same reasons there exists a lack of women in leadership positions in other nontraditional career fields. Yet, there are several reasons which deter women from obtaining leadership positions that are unique to the sports field. Existing literature comparing all aspects of men's and women's leadership concludes that, "as individuals, executive women and men seem to be virtually identical psychologically, intellectually, and emotionally" (Schein, 156). Leadership styles of successful women in the sports field proved similar if not equal to those leadership styles exhibited by women executives in nontraditional and traditional career fields. Therefore, the glass ceiling that acts as a barrier for women in the sports field is sustained by reasons unique to this nontraditional field.

Thus, both prongs of my hypothesis are answered by this

conclusion. First, the lack of women in significant leadership positions in the sports field is not due to a lack of effective leadership styles exhibited by women. Second, because style of leadership is not a factor contributing to the separation of women in the sports field from women in other nontraditional career fields, the differences must account for circumstances unique to the sports field. As proven by the interview results and analysis, the unique factors separating the sports field from other nontraditional women's career fields are:

1. acknowledgment/publicity/exposure
2. Former athlete status
3. Title IX and
4. Societal perceptions pertaining to sports.

Conclusion

According to the interviews with successful women in nationally and internationally renowned companies/organizations in the sports world, there were ten concepts discussed most frequently in reference to how women succeed in this particular male-dominated field. Six of these ten concepts correlated to hindrances that impede women from breaking the glass ceiling in other nontraditional careers, while the remaining four concepts were unique to the sports field. In fact, a study conducted in

The New Leaders and supported by a combination of other studies commissioned by the *Executive Leadership Council* on driving and restraining forces for black senior executives (Baskerville and Tucker, 1991); a study conducted by *Catalyst* (1990) on career barriers for women in management; and research by the U.S. Department of Labor (1991) for the "glass ceiling initiative", revealed six barriers considered most important to the advancement of women. These barriers are:

1. Prejudice: treating differences as weaknesses
 2. Poor career planning
 3. A lonely, hostile, unsupportive working environment for nontraditional managers
 4. Lack of organizational savvy on the part of nontraditional managers
 5. Greater comfort in dealing with one's own kind
 6. Difficulty in balancing career and family
- (Morrison, 34).

Two of these six barriers correspond to the barriers mentioned by the interviewees regarding advancement of women in the sports field. The first of these parallels includes "Greater comfort in dealing with one's own kind" to "Status as a former athlete". As examined in the analysis section, those women with former athlete status had the credibility necessity to advance to greater leadership positions in the company more so than those

having the same experience. In the sports field, there exists a great population of former male athletes. Hence the correlation of sports leadership as a predominantly male field. In actuality, the proposed correlation between athletic ability and cognitive leadership skills is ludicrous and unjustified. Yet this barrier is highly visible in both the sports field as well as other nontraditional fields.

The second parallel between barriers in both the former and latter fields is that of "Prejudice: treating differences as weaknesses" to "Societal Changes". Women's' leadership styles or abilities should not be treated as weaknesses simply because they differ from mens'. Until society accepts women's sports and thus, women leaders in corporate sport organizations, prejudice will remain in the sports field as an entity. "There is strength in a diversity of leadership styles" (Rosener, 121). Therefore, women will have sharper tools to break the glass ceiling if differences are viewed as strengths versus weaknesses.

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Appendices

Appendix 1

Interview Questions

Explain purpose of thesis:

1. Why is there lack of women in lead positions in sports admin field?
2. What can be done to change this negative trend?

- ① Do you consider sports administration a male-dominated field?
- ② What made you choose this field?
- ③ How did you get started?
- ④ Were there obstacles in career path because of your gender? If so, what were some these obstacles?
- ⑤ Are there assets for being a woman in this field? More hindrances than advantages?
- ⑥ Do you believe that the salaries and job oportunities are equal for men and women in sports administration?
- ⑦ Why do you think women have had such a tough time attaining leadership positions in sports administration?
- ⑧ Are you treated differently because of your gender?
- ⑨ What is the proportion/ratio of men to women in your company?
- ⑩ What is the atmosphere like in the office regarding this ratio?
- ⑪ Do employees spend time informally outside of the office? If so, are there distinct male and female groups? Does this effect the informal atmosphere inside the office.
- ⑫ How many women have leadership positions in your company?
- ⑬ Do you think you lead differently because you are a woman?
- ⑭ How has your gender effected your experience of applying for jobs and demonstrating leadership in this field?
- ⑮ Do you think it is getting easier for women to break into this field and attain leadership positions? What do you think would make it better for women to attain such positions?
- ⑯ Do you think there is a glass ceiling in the sports administration field for women?
- ⑰ If so, how should this ceiling be shattered?
- ⑱ What is your advice for women starting out in this field?

Appendix 2

24 February 1997

Mr. Rick Mack
U.S. Olympic Committee
One Olympic Plaza
Colorado Springs, CO 80909-5760

Dear Mr. Mack:

Thank you for taking the time to talk with me on the phone today regarding arranging interviews for my senior thesis. I am a senior in the Jepson School of Leadership Studies at the University of Richmond. I completed an internship with the USOC this past summer in the Operations Department under Tracy Lamb.

This internship, as well as my internship with Medalist Sports, Inc. (headquarters for the Tour DuPont and an acquired company of Turner Sports, Inc.) peaked my interest regarding women's leadership in the sports field. Therefore, I based the topic of my senior thesis on this personal experience. The questions I wish to answer in my thesis are:

1. Why is there a lack of women in sports leadership?
2. What can be done to increase the representation of women in this field?

A major portion of my thesis involves experience interviews with women who hold leadership positions in sports organizations. Attached are a list of questions I wish to discuss in the interview.

Thank you for being so cooperative in helping me with my senior thesis. Should you have any questions regarding my research, please call me at (804)662-3752. I look forward to talking with you soon.

Sincerely,

Tara Messmore

Tara Messmore

Enclosure

24 February 1997

Ms. Anita DeFrantz
President
Amateur Athletic Foundation
2141 West Adams Blvd.
Los Angeles, CA 90018

Dear Ms. DeFrantz:

Thank you for agreeing to give me an interview for my senior thesis. I am a senior in the Jepson School of Leadership Studies at the University of Richmond. I completed an internship with the USOC this past summer in the Operations Department under Tracy Lamb.

This internship, as well as my internship with Medalist Sports, Inc. (headquarters for the Tour DuPont and an acquired company of Turner Sports, Inc.) peaked my interest in women's leadership in the sports field. Therefore, I based the topic of my senior thesis on this personal experience. The questions I wish to answer in my thesis are:

1. Why is there a lack of women in sports leadership?
2. What can be done to increase the representation of women in this field?

A major portion of my thesis involves experience interviews with women who hold leadership positions in sports organizations. Attached are a list of questions I wish to discuss in your interview. I have done much research on your background and have found your achievements both impressive and inspiring.

Thank you for being so cooperative in helping me with my senior thesis. Should you have any questions regarding my research, please call me at (804)662-3752. I look forward to talking with you on Wednesday.

Sincerely,

Tara Messmore

Tara Messmore

Enclosure

26 February 1997

Ms. Denine Moser
Producer
NFL Films
330 Fellowship Road
Mount Laurel, NJ 08054

Dear Ms. Moser:

Thank you being so helpful with my senior thesis. I am a student in the Jepson School of Leadership Studies at the University of Richmond. This past summer, I completed an internship with the United States Olympic Committee in the Operations Department.

This internship, as well as my internship with Medalist Sports, Inc. (headquarters for the Tour DuPont and an acquired company of Turner Sports, Inc.) peaked my interest in women's leadership in the sports field. I was surprised at how few women held leadership positions in the companies for which I interned. Therefore, I based the topic of my senior thesis on this personal experience. The questions I wish to answer in my thesis are:

1. Why is there a lack of women in sports leadership?
2. What can be done to increase the representation of women in this field?

A major portion of my thesis involves experience interviews with women who hold leadership positions in sports organizations. Attached are a list of questions I wish to discuss in the interviews.

I greatly appreciate your cooperation in helping to arrange interviews. Should you have any questions regarding my research, please call me at (804)662-3752. I look forward to talking with you soon.

Sincerely,

Tara Messmore

Tara Messmore

Enclosure

Appendix 3

Interviewees

Alleyne, Tonya

Director of Media and Public Relations

American Basketball League

Richmond Rage

Karin Buchholz

Director of Athletic Development

United States Olympic Committee

Anita DeFrantz

Executive Board of Directors

International Olympic Committee;

President

Amateur Athletic Foundation

Ruth Goehring

Associate Athletic Director

University of Richmond

Leslie Hammond

Director of Information

American Football League

Michelle Kline

Director of PR

NFL Films, Inc.

Benita Fitzgerald Mosley

Director of the Athletic Training Center, San Diego

United States Olympic Committee

Tonya Alleyne
Director of Media and Public Relations
American Basketball League
Richmond Rage

1. definitely - traditionally, men participate in athletics and they dominated the field so it would make sense tht men would run the ront offices
- women athletics are now coming into its own
- resentment on the part of women becaue after Title IX, men took all the coaching jobs for women's and men's teams
- women fight for women's coaching positions and now they fight for the front office positions
- Title IX also brought about a fight on the part of women for an equal salary and access
- sexist society
-what is ingrained in us is now changing

3. She played women's basketball through college and when she knew her career was over, she looked for a real job that she would enjoy. She got her undergrad and masters degrees in corporate communications. She decided to go into media/PR because she loves promotion.

2. there aren't as many athletes running the front offices as one might think - although there are a lot. There are many who participated in sports, though not at the college level.

4. obstacles: Tonya was hired by a woman sho she had her gender as an advantage; she could relate to her potential employer; timing was key; if she sold herself to an old male boss, it would have been more difficult for him to to relate to her and understand where she is coming from
-- she has discipline, she is focussed, committed, she has transferable skills
--doesn't know if she will move up

9. more women in office than men; distinctly designed that way in the league -- wanted to put women in decision-making roles
-- 8 women to 1 man (he is director of marketing)

13. lead differently? yes
- different point of reference
- leadership role in women's sport makes leadership different
- if worked for NY Nicks, would have to be tougher and have thicker shell to get through the steotypes

14. gender effects applying for positions: she wasn't intimatadate because it was a women's league she was applying for; could be different if it was a man's sports league; however, she actively sought this all-women's league

15. glass ceiling: yes, definitely

- society must change its mentality on a large scop
- everyone must do their part on a broad scale
- this change will take a while for people to be able to think that it is not strange that women are running the front office

12. gain: Title IX, coaching positions, equal salary, budget equity and allocations/discrepancies/ disproportions

loss: this women's league has no real loss unless it does not stay on its feet like other women's leagues

5. factors that contribute to success: passion for equality

- a belief that women's athletics are viable, and an entertaining market and wholesome fun
- women's leadership must become the norm and not the exception
- keep big picture in mind
- have optimism
- look into the future
- be on the inside
- motivate

-- wants her kids to not remember when there wasn't an NBA and an ABL

16. advise: don't get discouraged because of obstacles

- give back/internships
- be ambitious even when you don't have the experience of others
- don't think shouldn't because it would be exception (woman in male-dominated league)
- be a good example for those kids behind you
- set an example

Karin Buchholz interview
director of athletic development
United States Olympic Committee
Colorado Springs, CO

1. yes: starting to shift because women respected more in general in business, women set path and women sports foundation Billy Jean King spoke out and made it an easier path for other women. Robin Roberts, female spokeswomen for sports channel - wouldn't happen 20 years ago; fought for rights but have a long way to go
-Shiela Walker-Sr. staff of USOC is only woman, feels more comfort here now with other women in leadership positions; there are more role models to blaze thier own trails; must work tht much harder to get ahead

2 & 3. finance - wall street - tennis player - sponsorship deal - pro - Harlem tournament - improved this program - finished degree - went back to Harlem tournament because it was her passion and she loved it - successful/one of Bush's thousand points oi lights - fortunate - timing - pulblicity -put her name out - good work ethic - gave her opportunities - don't sit back, make it happen for herself

She was never afraid of a male-dominated field - ex. Wallstreet
-always challenged her

-asked to give speeches
-used her title to get in the door
-doors not always open, but she banged them down
-presentation at US Olympic Congress
-served on committee
-timing
-woman and minority
-fate
*someone dropped out of her position so she got in
LOVE WHAT YOU DO

4. at United States Tennis Assoc.: put you in box where they think you belong, not much vertical movement, could come back in higher position
USOC - looks at more than hired position, but have to really go after position and ask for it
-there is no sr. women managers above director level
-many needed diversity ex. women and minorities - helped her timing
-once there, gain/earn respect
-old boy's network
-pressure to shift and change image away from elitist organization
-negative stigma/criticism associated with that
-must be superstar woman whereas men don't have to be to get ahead

5. factors contribute to success:

- hard worker
- bright
- professional
- love work
- made their way and blaze own trail
- rise to occasion
- belief in self
- not intimidated
- deserve to be here

14. gender effected experience of applying for position:

looking to hire more women (USOC)

- human resources had sr. staff do course about discrimination so more sensitive to hiring women
- more opportunities than in past/long way to go

15. glass ceiling: starting to shift but still there at CEO, exec. director

- more women starting to get hired/starting to shift/shift people's image about who women are
- speak out
- spread word
- difficult

- she has personally had no bad experiences with glass ceiling
- when opportunity knocks, she is ready
- can make it as woman in this field and now is best time to start

13. leadership style: differences between women and men

- good combination of not too authoritative
- consensus-type person
- work on it on own
- more sensitive to workers because she is a woman
- society puts us in roles where women care more - men not necessarily have to do this
- she's worked on coming off as confident as a man
- not submissive
- body language

9. ratio: 6 women 4 men

women in secretarial positions: 3

women in directors pos: 2

women in national coordinator pos: 1

12. losing ground: Title IX though open opportunities but

men went for head coaching jobs - "women sports foundation"

- not enough ADs = glass ceiling needs to be broken = pay not enough

-sports casting has gained little with Robin Roberts

-need more publicity on tv = women do on own more organizations being formed as well as conferences

ex. "Girls First" create women sports programs= movement
-need more coverage of women's b-ball
-after Atlanta Games, timing never been better because women
did well and for market for spectators = women soccer and b-
ball
-takes time
-opportunities

Anita DeFrantz interview:

1. mostly male field -- not male dominated field because that would imply that women have an equal chance in getting into the leadership positions
2. She began as a volunteer for the Vespers Boating Club before she became a member of their Board of Directors. She became a member of the Board of Directors for the US Rowing Association and later became captain of the US Olympic Rowing Team. The defining moment of her jump into the administration section of sports leadership was when she had to petition the USOC for enough uniforms for her team. She was constantly in the USOC office and became a familiar face. If there were enough uniforms for her Olympic rowing team, would probably not be talking to me today.
3. parents taught her to look at goals...not obstacles must set goals and know what target you want to go after and then it will be easier to achieve those rather than getting down on obstacles
4. timing is important
Title IX was an important factor while she was in college and she felt this was the defining moment for her and the nation in sports for women because it allowed an equal goal for both genders in sports. She sued the USOC in the 1980 Olympic Games so athletes could have the right to compete. This action provided many opportunities for her afterward (people knew she could get things accomplished and she was willing to take risks, make a difference, and it was a male thing to do). It was very difficult to sue the president of the united states and the president of the Olympic Games.

If you give to something, you will get back from that something.

Sports only used to be open to the elite and the wealthy. When professional sports arose at turn of century, only wealthy people could be spectators. Women were usually only in factory or league sports. The problem was that there was a lack of publicity for women's sports. It isn't that women's sports are less interesting or fascinating than men's sports, it is simply that they have not been acknowledged.

4.5. Ratio of male to female in Amateur Athletic Foundation of Los Angeles: male = 49%
female = 51%

This ratio is different from many sports organizations.

5. She does not lead differently; rather she leads the only way she knows how. She realizes that studies show that women lead more collegiatly and men lead more hierarchically. Her followers comment to her that, "She is the boss so she gets to do anything she wants". (This comment denotes a hierarchical structure and

possible male traits of leadership.)

6. I doesn't think there is a glass ceiling in the sports admin. field...or maybe it is that I do not have good eyesight. I think people feel a pressure and a reluctance to accept change because nobody likes change...even women don't like change. However, it is important to change and flourish. Without change, an accorn would never become an oak tree.

7. With regards to the IOC:

With the second edition of the modern Olympic Games in 1900s, women were able to compete. It was rare if at all that women were involved in other organizations as they were in sports. No other field has involved women for that long. If there is an increase of women in play, they will eventually increase in the leadership aspect as well. There was an increase of 34% women who competed in the Atlanta Olympic Games. This percentage will continue to increase for the Sydney Games and it will continue to increase in positions of the administrative/decision-making arena as well.

8. Women in leadership are gaining ground in the United States. However, they are losing ground in women coaches. Overall, only 6% of leadership positions in sports worldwide are held by women. Once again, one must look at opportunities vs. obstacles. I see this as 94% of the slots are open for women to fill.

9. Advise:

volunteer your time where you see necessary to understand the structure of the sport
have something to contribute and offer
be aware that you might have to make sacrafices such as financial losses
pick a target and contribute something specifically

10. correlation between former athletes gaining admin/lead. positions?

More administrators are not former athletes. Shouldn't have to be.

My take on interview:

She was clever and optimistic. She is a person who goes after what she wants, although she said women did not necessarily have to be aggressive to attain leadership positions. She agreed with me that being at the right place at the right time is valuable. Know what you want and go after it. Don't take no for an answer...even if it is the president saying no. It doesn't matter if you are in sports field or any nontraditional field for women, must do same things to get ahead (e.g. choose target, volunteer, contribute).

Ruth Goehring Interview
Associate Athletic Director
University of Richmond, VA

1. Yes, sports admin is a male-dominated field. Through the last 25 years of history, women have had to fight to make it into this field. There are some roads to top management for women but most stop at middle management. Before 1972, women were in charge of women's athletic programs. However, with Title IX, the men's and women's programs merged with men emerging on top for the coaching and administrative position for the one program. This was a negative effect of Title IX.

2. Ruth started out as wanting to be a gym teacher from age 10. She was pushed to be a teacher because that was an accepted job of women. She had an inclination for athletics, so she joined the two together. She spent 5 years as a high school gym teacher before using the opportunity of Title IX to coach and get administrative experience with college field hockey. Found out about UR job opening because of contacts within field hockey. She had no problems being hired as a woman to be the coordinator of women's athletics because it was a women's program.

5. factors that contributed to her success:
worked her way up like the old school method
person today should seek a degree and go to graduate school
being a woman is now one of the best credentials because schools are seeking to demonstrate equity on their staff at all times
women administrators often do not yield the same power and authority in the flow chart of power on the staff

dealt with Title IX by being firm but not demanding;
patient but persistent

the National movement for equity in this field has gone too slow
(as well as here at UR and across the board)

6. the increase in women in sports field from Title IX bothers Ruth because it is pressure of law suits that women have hired rather than the true reason should be -- talent
-institutions are more reactive than proactive
-it is a myth that men's sports bring in more revenue
football is a financial loser except for schools that advance to the bowl games; small schools that get no exposure get no money
-however, schools are still reluctant to hire women directors of the football programs
-yet, many organizations are finding that women make good leaders but it has taken our culture a long time to change this perception

12. gain for women:
Title IX, Olympic Games, father-daughter bond in sports, scholarships

loss for women:

Title IX, intercollegiate system (needs to be reformed) because women have always had to aspire to men's model instead of creating their own;

women now seeking equity that is not patterned after men
need own National sports organization for this

13. lead differently because of gender: yes!
govern more by emotions; sentimental
value of evaluation is more humanistic and values play into
decisions; consensus; lead by more of a circle than by vertical;
gathers information differently; nurturing

8. treated differently: yes, but not bad or intentionally; it
is just natural for men to include men -- "men's club" or "old
boy's network"
-Ruth does housekeeping vs. spokesperson for public at UR
-they (men) don't even think about it (subconscious), they are
simply role-playing; it is a matter of educating them, she must
take the initiative --doesn't just take an "empty suit" to do the
job; Ruth is older but they still get the younger guys to do the
public speaking

5. women need to cross-network for a gender-neutral and
androgenous society

9. ratio amongst the AD intersanction cabinet: she is only
woman along with three other male associate ADs

10. treated no differently in office; yet, 16 years ago the
situation was different; she was treated well but differently;
she would still be tested and tried if she began a new job
tomorrow

Leslie Hammond
Director of Information
AFC

1. yes, male-dominated field at times the four major sports are especially made up of all men. These sports draw men because most likely they are former coaches, players, etc. The front office jobs are changing though to incorporate more women.

2 & 3. I am extremely interested in football and always have been since I was a little girl. My dad had season tickets to the Giants games so I always used to go with him. Therefore, I wanted to do a job related to football. I got a degree in English and began career in the PR department as an administrative assistant.

4. No real obstacles. This is her fifth job within the department and they have all been promotions. She just worked hard and it payed off regardless of her gender. Timing was important in all this as well.

5. Same factors contribute to both a man's and woman's success. Make sacrafices, work hard, work long hours, be willing to roll your sleeves up and go to work, be helpful and friendly - the same factors needed for success in any field, not just sports leadership.

6. No, women are not less likely to advance into leadership positions because it has already been proven that they can advance. For example, the president of NFL Properties is a woman as well as three VPs of NFL Enterprises. It takes timing, being around at the right time; but this is same for a man.

15. Glass ceiling exists in certain departments such as the exclusively football departments that require hands-on positions. Women excel mostly in departments such as PR.

13. Everybody has a different management style. She may look at things differently because she is a woman but she doesn't feel as if she has to be more aggressive to be heard.

8. not treated differently because of her gender. She has been with the same company for 13 years and has cut her teeth with those people. Therefore, she has earned respect.

9. ratio is around 3 men to one woman

12. gain: PR and marketing and possibly new technology such as the internet and national television

16. advise: work hard
sacrifice
do anything within reason!
if passed over for a business trip, don't

automatically assume it is because of gender
don't have an attitude
don't be afraid to make opinions known
don't be intimidated
if asked to a menial task, it is probably because
you are in an entry-level job, not because you are a woman
not every perception is made based on gender

Michelle Kline interview
director of PR of NFL Films, Inc.
Mt. Laurel, NJ

1. yes because attention getting-sports played by men; men are inherently and genetically more athletic so the population follows them - translates into who runs these sports

2. her position is unique because of her production background/ wanted involvement in film/ internship at LaSalle in communication/ location of NFL Films was important/ highest professional standards was NFL Films (this is where she would learn the most) helps to be a football fan and have football knowledge for audience prediction

4. obstacles: no - could advance far in NFL Films gap between 2 women producers and others because of football knowledge

5. factors contribute to success:
professionalism and being good at what you do
accident or fluke has to happen to men in order for women to get an opportunity to prove themselves - then really have to shine *only got position because something happened bad to man ex. crisis-like car wouldn't start, illness, etc. so opportunity defaulted to woman
*happen by accident, won't give first project to Sally - will give it to male A, B, C, D, etc then Sally
-more recognition given with proven experience
-have to know politics of the place or system to get ahead
-NFL open-minded, egalitarian but doesn't mean you will necessarily get it; once prove - you're in!

8. treated differently because of gender:
go out with film crew, they tell dirty jokes
can't be thin-skinned
must be tough "can't tell joke because woman is in the room"
"but she's in a guy's job"
-women feel uncomfortable because don't know how to respond
-"gender-tension" gives it a second or two and thinks, "What should I do now?" men don't have to deal with this on a daily basis
-easier to cut women because boss gets less crap for it; women are more non-confrontational
-her gender plays a role of which even she is not fully aware

9. ratio: 25% women in NFL Films
-sales and administration of footage and licensing is women-dominated but low participation by women in technical aspects
-"behind every good man is a good woman"
-women give good support and foundation to organization which is often not recognized or rewarded

11. atmosphere in office:

informal environment/not corporate

13. lead differently because of gender:

yes: softer and broader

media - let know about programming deal with USA Today, men completely monopolize conversation with sports/football alone whereas women can talk about other, more diverse subjects (news, politics, personal interests, life)

-sports is a safe area for men

-women aren't experts on sports statistics, so they don't talk about only sports (this could hurt them in gaining leadership positions, even though there is little or no correlation between administrative skills and sports statistic knowledge)

14. gender effected application for leadership position:

PR is typically a women's position anyway; male positions are usually CEO, Pres, VP

ex. NFL commissioner is a male, all tv sports announcers are males, the NFL president is a male, writers and sports editors are almost always male, the list goes on

-the sole woman of NFL Properties is a woman and she is very "charismatic" and unbelievably talented, outstanding; it is rare that they took her gender into consideration when hiring

15. glass ceiling: yes but situational

VPs need 30 years of experience and women were not given leadership opportunities back then to gain experience; interesting to see what happens (who is hired) once current VPs retire

Robin Roberts is key role model breaking glass ceiling

16. advise:

a. "don't be a bitch!"

-help out other women

-don't worry about how you are perceived/don't be self-conscious about looks, sexuality, intellectual prowess, etc. These are too debilitating. Focus on job at hand. Don't be competitive with other women because it perpetuates a negative culture -

it is only entertaining to men to watch women compete and get jealous with one another

"one woman gives all women a bad name"

"be open minded"

b. "keep your nose clean"

stay focused with what's at hand

Benita Fitzgerald Mosley Interview
Director of the Olympic Training Center
San Diego, CA

1. The sports field is temporarily a male-dominated field because women's sports are getting more competitive, more exposure and thus, more accessible for women's administrative participation. There is more opportunity for women to play sports without a negative stigma attached.

2. director of OTC in San Diego
gold medalist in the 1994 Games/ 100 meter hurdles
3 time Olympian
went from Univ. of Tennessee athlete to administration
title IX helped her get a full collegiate athletic scholarship/
engineer major/ retired in 1988 as athlete/ coach friend of
Evelyn Ashford called and offered position as regional director
of Special Olympics over 13 states/ moved to sports admin and
marketing because she liked it better. volunteered, got
experience in promotion and fundraising for USOC that opened
doors) hired for Atlanta Games and worked with ACOG in sports
marketing - met more people, worked with National Governing
Bodies, developed sponsorship contacts opportunities with Olympic
movement- then Olympics wanted to hire an Olympian so she got
hired because of experience

12. loss of ground for women is hurdle of exposure - lack thereof

athletes are more likely to get leadership positions
Fortune 500 executives are self-identified as tomboys and
athletes so athletics in general is likely to have some
contribution to one's executive success

4. obstacles in career path: not at all
got credibility as an athlete
likened to fraternities and sororities because there is a common
bond amongst athletes...bosses acknowledge athletic achievements

5. factors contribute to success:
strong academic degree - business with engineering (academic
expertise) but true factor is knowing the right people --
exposure to right people within USOC and sports world

8. treated differently because of gender:
no - blessed with great experience
perspective of women sports foundation - 20% of women at top
levels of USOC staff level

15. glass ceiling:
no - happen over time
quadrium (4 years = winter and summer games) Dr. Walker had
two tasks for his force:

1. hire more minorities and women recruited from sports world

1. hire more minorities and women recruited from sports world
become familiar with sports administration/ 2-day orientation
placed on committees increased in percentage in the community
effort made - 3 hired

13. lead differently because you are woman:
yes - inclusive, less dictatorial, autonomy, overseer, have
had all men manager, "to lead is to serve"

12. gaining/losing ground:
loss: Title IX 90% coaches before law were women for women's
sports, now under 50% are women
gain: Title IX prestige and money for women's team
(law was a gain in general) because before it, 1 in 26
women played sports, after 1 in 3
Univ. of Tenn. = separate athletic programs/admins which is
positive because money dispersed more fairly/rare for women
to rise to head leadership position over football program or
entire program

16. advise: participate in sports because of the advantage
to getting in to the sports leadership field later on - provides
tools to be successful

- learn teamwork
- capitalize strengths/minimalize weaknesses
- goal-setting
- get involved and volunteer with sports organizations because
it opens doors
- know people (don't have to be an athlete)

think huge

Appendix 4

Code Words

The following is a list of the 30 most frequently cited words or concepts compiled from the seven interviews conducted amongst successful women leaders in the sports field:

Title IX

timing

former athlete

society must change

consensus

acknowledgment/publicity/exposure

hard work

sacrifice

love what you do

tough-skinned

set goals

open-minded

don't be intimidated

long way to go [society]

volunteer

get position by default

obstacles

opportunities

difficult

take risk

increase

contribute/set example

knowledge of sport

PR

“superwoman”

experience

competitive

know people/contacts

open doors

fate

Appendix 5

Frequency of Code Words

The following is a list of code words/concepts and the frequency in which they were discussed/mentioned in the seven interviews. The most frequently-mentioned words/concepts are at the top. The column continues down the page with the least-frequently discussed at the bottom. The column to the right of the words signifies the exact amount of times each word/concept was mentioned.

<u>Code Word</u>	<u>Frequency</u>
acknowledgment/publicity/exposure	21
former athlete	20
societal views must change	15
Title IX	14
opportunities	14
hard work	12
consensus	12

position by default	12
love what you do	11
timing	10
long way to go	9
PR	8
experience	8
know people/contacts	8
contribute/set example	8
knowledge of sport	7
competitive	7
set goals	6
don't be intimidated	6
tough-skinned	5
take risk	5
increase	5

volunteer	4
obstacles	4
sacrifice	3
open-minded	3
“superwoman”	3
open doors	2
difficult	2
fate	1