Our Agenda

How can we explain the shortage of women in leadership positions?

What can we do to increase the number of women in leadership positions?
Shortage of women in leadership positions

1. What about NUMBERS?
% Canadian female athletes

<table>
<thead>
<tr>
<th>Delegation</th>
<th>Medals</th>
</tr>
</thead>
<tbody>
<tr>
<td>41</td>
<td>27</td>
</tr>
<tr>
<td>59</td>
<td>73</td>
</tr>
</tbody>
</table>
Swimming

Katherine Savard, Taylor Ruck, Brittany MacLean, Penny Oleksiak
Bronze 4 x 200
Rugby

GOLD
Wrestling

Erica Wiebe, Gold 75Kg
Some factors that could explain our success

<table>
<thead>
<tr>
<th>Year</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1972</td>
<td>1st woman appointed at Fitness Amateur Sport</td>
</tr>
<tr>
<td>1974</td>
<td>1st national conference women and sport</td>
</tr>
<tr>
<td>1976</td>
<td>Montreal summer Olympics</td>
</tr>
<tr>
<td>1981</td>
<td>CAAWS was created</td>
</tr>
<tr>
<td>1986</td>
<td>1st Women and sport policy</td>
</tr>
<tr>
<td>2001</td>
<td>WTSN – 1st women TSN worldwide</td>
</tr>
<tr>
<td>2009</td>
<td>2nd Women and sport policy</td>
</tr>
</tbody>
</table>
So in 2017...
We should have great women leaders in our Canadian sport organizations...
Canadian Coaches

<table>
<thead>
<tr>
<th></th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>College</td>
<td>86</td>
<td>14</td>
</tr>
<tr>
<td>University</td>
<td>83</td>
<td>17</td>
</tr>
<tr>
<td>University W</td>
<td>68</td>
<td>32</td>
</tr>
<tr>
<td>Rio 2016</td>
<td>85</td>
<td>15</td>
</tr>
</tbody>
</table>
## Women Leaders

<table>
<thead>
<tr>
<th></th>
<th>Canada</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2014</td>
<td>2010</td>
<td></td>
</tr>
<tr>
<td>NSO Boards</td>
<td>26%</td>
<td>24%</td>
<td></td>
</tr>
<tr>
<td>*(57) **</td>
<td>(147/559)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NSO Chair</td>
<td>17%</td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(10/57)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* NSO = National sport organization  
** 4 NSO boards have no women on them
# Canadian Olympic Committee

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board members</td>
<td>33% (5/15)</td>
<td>30%</td>
</tr>
<tr>
<td>NSO Chair</td>
<td>1 ♂</td>
<td>1 ♂</td>
</tr>
</tbody>
</table>
How can we explain this shortage of women in leadership positions?
Major Barriers for women leaders

- Contextual
- Organizational
- Individual
Individual Barriers

1. Lack of self confidence and self-efficacy
2. Stress and depression
3. Lack of knowledge of existing opportunities
Organizational Barriers

1. Discretionary appointment rules
2. Male culture (board of directors)
3. Organizational rules and HR practices
4. Attitudes and stereotypes
Organizational Barriers

1. Blame it on women
2. Denial of the existence of the problem
3. Working conditions for women coaches
4. Competition between coaches
Contextual Barriers

1. Sexism
2. Racism, lesbophobia and marginalization
3. Reject or limited impact of gender policies
4. Unfavorable treatment in the media
How can we overcome those barriers?

1. Understand how sport organizations work

2. Learn from existing good practices
1. Understand Organizations

Our Research: Canadian sport organizations as co-investigators

Focus groups with sport, multisport and government organizations (women and managers)
Multidisciplinary theoretical approach

Feminist theories

• Critical analysis of gender relations
• Go beyond individuals trajectories
• Understanding systemic and contextual factors
• Intersectional analysis

Institutional theory

• Organizations are socially constituted and subject to external pressures that influence their structures and practices
• Three pillars: legislation, structures and practices and cultural aspects
Research Project Objectives

Draw a detailed picture of women’s situation in the various sport organizations

Analyse resistance and the actors’ understanding of gender equality issues

Document organizational variables and practices that have a + or - impact on women

Develop a research and intervention model allowing for lasting change within sport organizations
2. Learn from Existing Good Practices
## Existing Efforts In Canada

<table>
<thead>
<tr>
<th>Level</th>
<th>Efforts</th>
</tr>
</thead>
</table>
| **Federal Gvt**        | • 2009 W & S policy  
                        | • Standing Committee on W & S  
                        | • Working Group W & Sport   |
| **Provincial Gvt (ON)**| • Requirement that all publicly funded bodies realize gender equity |
| **University Sport**   | • Governance: to have 2 votes, you need to bring 1 man-1 woman        |
| **Canada Games**       | • Any women’s team must have a woman coach                            |
Canadian Resources

- www.caaws.ca
  (Canadian women sport organization)
- Sport Canada
  (Women and sport policy, 2009)
- www.viasport.ca/level-the-field
  (British Columbia)
- www.egaleaction.com
  (Quebec)
- www.womenchampions.ca
  (Canada’s Dairy Farmers)
- www.playfair.tv
  (Documentary on women in sport)
NEW Ressource

SolutionsWomenSport.ca
ありがとう

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ありがとうございます