



Contemporary Themes in Leadership and Management

Alina Tatar 1814394



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UNIVERSITY OF WALES TRINITY SAINT DAVID

Summary

The purpose of this document is to critically analyse the progression of female in football leadership role and present an implementation plan to highlight the women in football industry and the increased attention in recent years, also to critically evaluate contemporary themes in management and leadership and how these approaches can be implemented to enable a more diverse leadership structure within Football Industry. The following points will be covered in the report to highlight the progression, stakeholders' position and the female limitations within the sport industry, the role of education in facilitating career opportunities for women and public perception that limits the progression of women to leadership roles. The implementation plan is to evaluate assumptions regarding women and their aspirations in football industry. Therefore, recommendations for overcoming any negative assumptions, using contemporary management and leadership theories to support the points in this report, furthermore, it will be highlighted the self-awareness, communication, political approaches, religion, diversity, and gender discrimination.

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1. Implementation Plan

1.1 Introduction

The history of women's football, although that, there is evidence of women played football since the game existed, in the United Kingdom has been a resistance for girls to play, in the 19th century women start to establish teams and leagues same as men's however, they face strong resistance, the efforts to establish women's football regulated faced rejection (Lopez,1997), also parents had a big decision on girls, they argue that is unsuitable for girls as this will have a massive impact on how girls can be seen in the society, it can damage the women's appearance, the football is a brutal and contemptuous, rough men's game (Newham,1997), also the church sustain the idea that football is associated with masculinity and in the community life the women's football was seen as a hobby for the wealthy society and not supported by the society or church, many considered damaging and dangerous for women's bodies and in 1921 women's football was ban, complaints having been made to girls football and that should not be encouraged, in 1971 FA lift the ban and women's football had suffer damage and unable to pick until 2018 (FA Council, 1921).

2. Rationale

The reasons why female should have the opportunity to go into Contemporary leadership positions such as Football Industry make the greatest contributions in today's football environment, based on transformation leadership theory, female leaders in football align with male goals towards this sector, well-being and success, researchers argue that transformational leaders ensure employees with the right tools, provide resources in exchange for the right behaviour (Burns, 2018). Although the research found that female leaders are effective in Football Industry, the recent decades showed that 27% of workers in club football are women, the number decrease to 14% in the top pay quartile and falls to 7% in the boardroom, the data from National Football Museum (2022) proved that women's presence declines the further up the football ladder you climb, more than 700 women held leadership roles in men's industry football since 1980, roles such as directors, executives and head of department (refer table 2 appendix), however, nowadays football is still considered a male dominated sector, Hoeber (2018) argue that football industry is dominate by men leaders highlight qualities such as mental and physical toughness and competitiveness skills, Hovden (2021) described as "*male heavyweight profile*". However, the idea of contemporary

management and leadership for male and female in football sector is increasingly in line with values and tend to be similar in terms of aims, goals and characteristics (Due Billing, 2022).

2.1 Aims and Objectives

Sport is a platform that highlight, and challenge gendered stereotypes and it is seen as a male governate industry over women, however, nowadays women are becoming more visible in leadership role, female roles in football is a new phenomenon and clubs are committed to reflect on diversity and gender equality. The Aims and Objectives of this Implementation Plan is to:

- ✓ To design and critical evaluate the career pathway for women in football to have the potential and motivation to progress into leadership roles, focussing on self-awareness how this can support their career development regardless of background.
- ✓ Develop a clear understanding of skills that are needed for Contemporary Leadership.
- ✓ Build and financial support for schools to help girls to pursue ambitious career goals and fulfil their potential
- ✓ Change the perceptions of women`s football across Europe
- ✓ Grow participation of female in football
- ✓ Stakeholders support and Broadcasting, shaping new steams around women events and invest in female football development and progress.
- ✓ Overcome gender discrimination and support equality

2.2 Action Plan

Grow participation	Female leaders in Football industry, leading female coaches, players, referees, and administrators are setting the agenda, had been demonstrated they inspire confidence, a magnetic charisma, commitment, use inspirational motivation a strong vision to inspire others, with intellectual stimulation, to challenge football players to increase performance and audience towards females' football (Shin, 2019) Increase the level of participation buy supporting and providing football kit in schools is necessary to increase grow participation for girls in leadership roles.
Enhance commercial value and Broaden exposure	Build dedicated commercial programme for female football.
Culture, Diversity and Politics	Refine regulatory frameworks to boost professionalism and gender equality, lower discrimination and ensure female representation in key decision-making bodies

Mentoring, Counselling and Sponsorship	Develop mentoring academies for women leaders in football industry, football in schools, coach development and mentoring programmes. Mentoring and Sponsorship in Football Industry is a consist factor for the team success for both male and female leaders, however, male are more likely to receive political sponsorship, women tend to have advisers and mentoring who encourage them (Brown 2019) therefore, mentor goes beyond feedback, advice and counselling and use their influence to support mentee as result women are more likely to be promoted in senor roles based on sponsorship and mentoring relationships.
Career Paths	Male career pathway, since early years, in football industry, has been more easy then women's, men followed a linear career progression pattern (McDonald, 2017) women's careers in football industry faced strong political influences by change and compromise (Sullivan,2017) where certain responsibilities (pregnancy, eldercare, educating children) take priority therefore women careers is more complex in order to balance work, personal life and social factors (Neil, 2015), Mainiero (2017) highlight in his report that due to these commitments female in football industry reduce the chances of success and limit growth in career pathway. However, studies in sport suggested that women adapt better to changes and dynamic environment to be more adaptable and argue the importance of human capital in relation to career development for female in sport, these include: education, formal training, on the job training, self-awareness, better communication skills, develop emotional intelligence skills which create a competent leader and he argue that human capital is critical for women careers, however, taking time off work can have a big impact on their progression (Brown,2020)
Educate, Empower and Build Knowledge	Implement and support organizations and schools to develop campaigns and programs for girls in schools to train football
Marketing, communication, and platforms	Work with organisations and influencers in promotion and advertising.
Power Struggle and Gender Discrimination	Jessica Macbeth (2014) stated that, women's and girls' rate to participate in Football Industry are much lower than among men, and this is caused by a number of factors such as: practical, personal, social, cultural, background, race and gender these factors that play a crucial factor in women attitude about this industry. From history, women are view as the greater burden of reasonability for housework and care for children, husband, and elderly relatives. In 1921, the FA voted to ban women's football sustain that “ <i>Unsuitable for females</i> ”, for fifty years, in 1950 girls were under strict rules not to play football, Jean Williams (1949) the author of ` <i>The History of Women's Football</i> stated that women's football is a sub-brand of the men's game (Natie Honeyball, 1985). Constant comparation with Men football, in an interview the manager of Chelsea FC Women, Emma Hayes (2022) for ` <i>The Guardian</i> ` she argues that women football is always view as weaker than men's football, and viewers do not appreciate and recognise regardless (Jean Williams, 2013).

2.2.1 Time Plan

The FA Women's Football Director also argue that the scope of this strategy is to ensure that girls across all characteristics and social backgrounds are encouraged and motivated to play, coach, spectate, officiate, manage, or administer if they so wish, in order to make changes to the women's and girls' football industry (FcBusiness, 2022). However, nowadays in United Kingdom only 40% of secondary schools offer girls the same access to football as boys, the MP Nadia Whitmore (2022) shares that according to FA only 63% of UK Schools offer girls football PE lessons and 40% extracurricular football for girls with the stated goal of having 60 millions of players by 2026 (Dionne Brighton, 2022). FIFA report (2022) argues that by 2026 the government associations will double the number of female football player, expand school programmes, create football academies and improving access to game for girls, in addition to the broadcasting, by 2025 FIFA enhance new technology for Women Football Programme and to strengthen and expand the Female Leadership Development MA will committee to reach out to government stakeholders to develop sustainable projects that will improve the lives of women in Football Industry (see appendix Table.1 Women's percentage in Professional Football sector in 2022 England (Alevevsson, 2022).

2.2.2 Risk Management and Strategies

Worldwide, Women's attending sport has increased with around 45% in football, however, women's involvement off the field did not increase at the same rate, female participation in management and leadership roles continue to be unrepresented by women. Research done by Women Board (2021) has shown that men maintain privileged positions in football leadership and women made up just 16.6% of decision-making positions within the Olympic Games 2021 (see more appendix). Against background, the report also explores issues that women faced by seeking career progression and leadership roles in football industry. Football industry is an important part of the United Kingdom economy (Eurostat, 2020), the progressions routes for females into leadership roles has been growing in the recent years, the attention into policies and investment an important campaign that support Women's in football was '*This Girl Can*' the campaign highlight the female football industry barriers, the ongoing government issues and the business community concerns about loss of talent and discrimination (Konrad, 2020). Moreover, women progression into leadership roles in football industry is essential for increasing ways to set agendas, decisions-making, Women on Boards (2020), argue that more diversity in decision-making roles leads to improvement in football sector resulting in economic benefits, divers' culture, and sport organisation overall performance (Beaufort, 2021). Summer (2022) suggested that many studies has proven that male governate industries such as football, horserace, mechanic industry, seeks to justify the female presence in leadership and board positions, Summer (2022) argue that women can contribute with a number of skills which are tools to create a straight mixed power model, integrating masculine and feminine value, believes, skills such as team-working, empathy and emotional intelligence are often seen in women leadership style to create a positive impact in the male only industry (Terjesen, 2022). However, a number of factors had been stopping women's to progress in senior roles, Claringbould (2019) argue that factors that act as a

barrier for women in achieving senior positions such as caring for family responsibilities, gender segregation and stereotypes perceptions of female role, work-balance, tradition misconceptions, religion, pressurised to fit with male-dominated culture (Burton, 2019). Women in leadership positions in football industry is perceived less favourably than men, due to different leadership styles, male style is based on 'quick win' on female style is often focus on reaching the outcome with empathy and caring approach also building quality relations, open channels of communications (Gary, 2017), furthermore, Gary (2017) highlighted the organisation culture lead by females are expected to perform at high level whilst maintaining key organisational norms, on another hand, Hampton-Alexander (2016) also argue that women in leadership positions is a concern and can lead to being liked but not respected and high change of misunderstanding in the male dominated industry and can feed prejudicial views regarding women's sustainability for leadership (see appendix Table 2. Barriers for Female in Football Industry in 2021).

3. Recommendations

It is recommended that FA should re-evaluate and launch new Strategy for women's and girls' football, new strategies to identify, develop and support female leaders crucial to the vision of world-class players, diversity in the football culture is a big improvement nowadays, cultural diversity in football industry can be represented by a workplace composition formed by different gender group, these strategies should support the development, recruitment, tactical, technical, psychological and social support, moreover, Baroness Sue Campbell (Director of Women's Football FA) suggested that women in football is not only a sport its more than physical exercise a men's industry, football is also crucial for girls wellbeing, it provide opportunities to compete, collaborate with others and most important a way to shape the place of girls and women in the society.

Research suggested that many studies has proven that male governate industries such as football, horserace, mechanic industry, seeks to justify the female presence in leadership and board positions, and argue that women can contribute with a number of skills, however, due to misconceptions, family-balance, background and religion, factors that still have a big impact on girls to go into leadership roles male dominated industry, however, it is recommended that Mentoring and Coaching can change these traditional concepts and been proven to work for females to highlight their leadership style in order to reach their aim and objectives.

Conclusion

To conclude the Implementation Plan, the aim and objectives of this report was to critical evaluate the career pathway for women in football to have the potential and motivation to progress into leadership roles, focussing on self-awareness how this can support their career development regardless of background and to develop a clear understanding of skills that are needed for Contemporary Leadership, therefore, women`s participation in football goes far beyond just playing football, there are now in influential roles such as match officials, coaches, managers, agents, team owners, executive, the number of girls in football has open many opportunities also being accepted on equal terms, women influence football industry since 1895, Nettie J, women`s football have become inspirational for new generations and female fans a world of possibilities. Moreover, females with the support of different organisations, coaching and mentoring programmes they are seen to official football match, the acceptance and use of women match officials send a direct message to all football viewers, women have the capability, competence, and authority to govern the game.

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Appendix

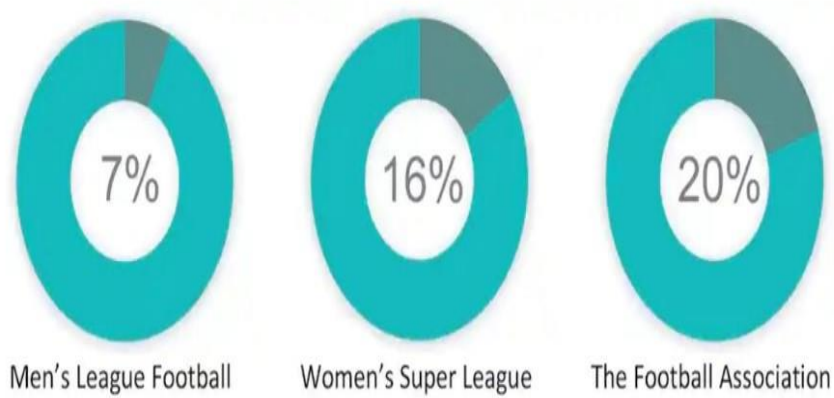


Table.1 Women`s percentage in Professional Football sector in 2022 England (Alevesson, 2022).

Appendix 1

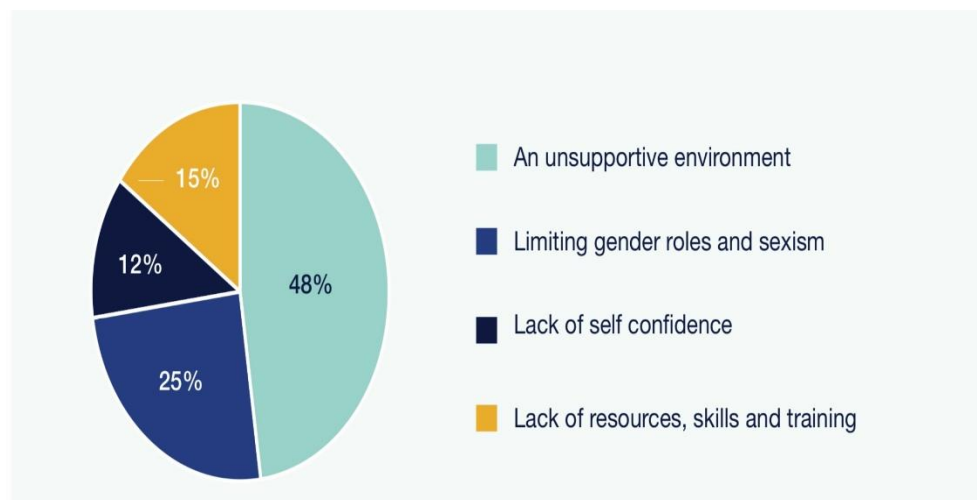


Table 2. Barriers for Female in Football Industry in 2021

(Beaufort, 2021)

Appendix 2

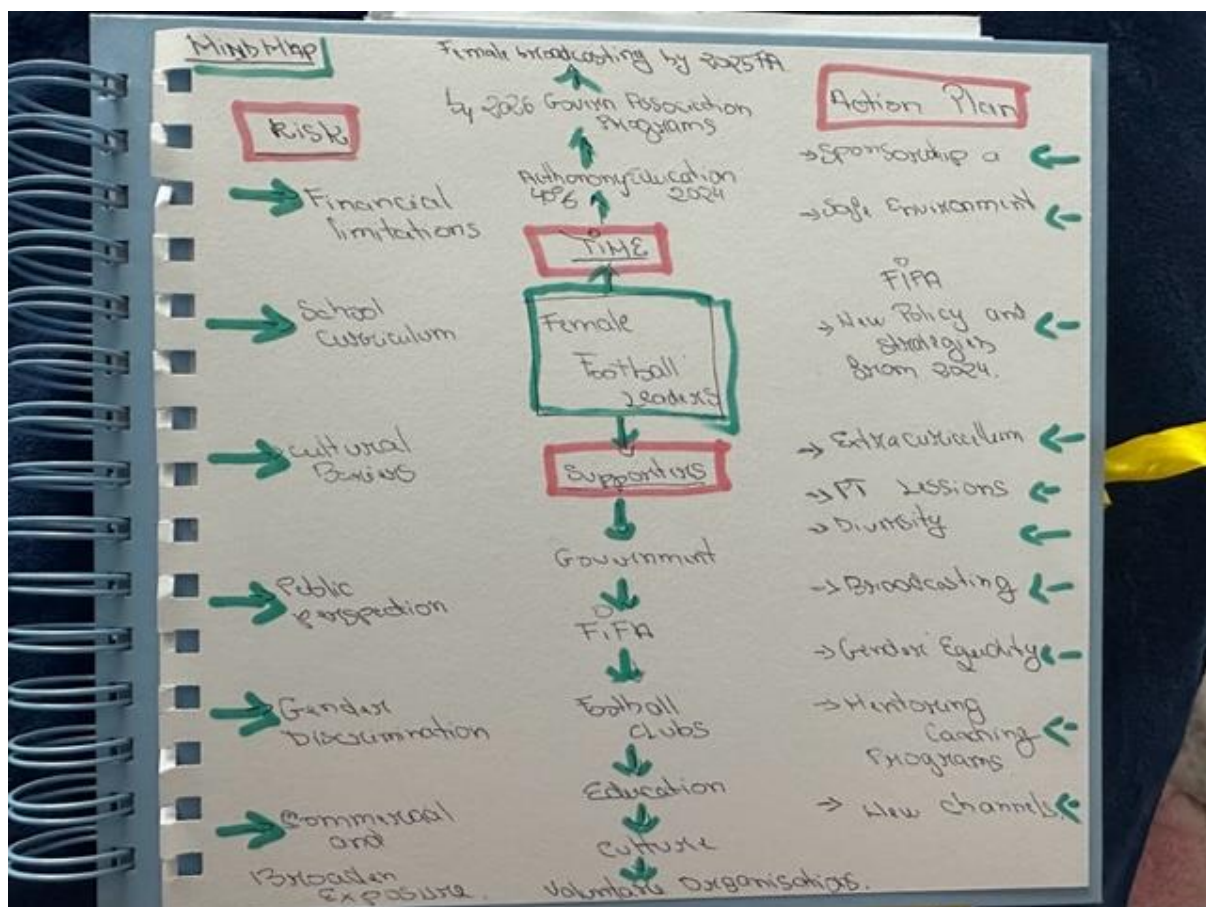


Table 3. Mind- Map Female Football Implementation Plan Map