

ANALYSING THE PROGRESSION OF WOMAN TO LEADERSHIP ROLES WITHIN PROFESSIONAL CRICKET

SHIKDER SUJAN

Student no. 2115669

Contemporary Themes in Leadership and Management

Introduction

History of Women Cricket

- The first women's cricket match was played in Surrey, UK, on 15 August 1745 (Velija, 2015).
- Women's cricket gradually declined from the early 1800s because it strongly aligns the relationship between race and cricket with aspects of masculinity (Flint and Rheinberg, 1976).
- Cricket was fundamentally both English and male and, therefore, unsuitable for both the non-English population and women of Great Britain (Malcolm and Velija, 2017).
- From the 1850s, women's cricket was gradually up.



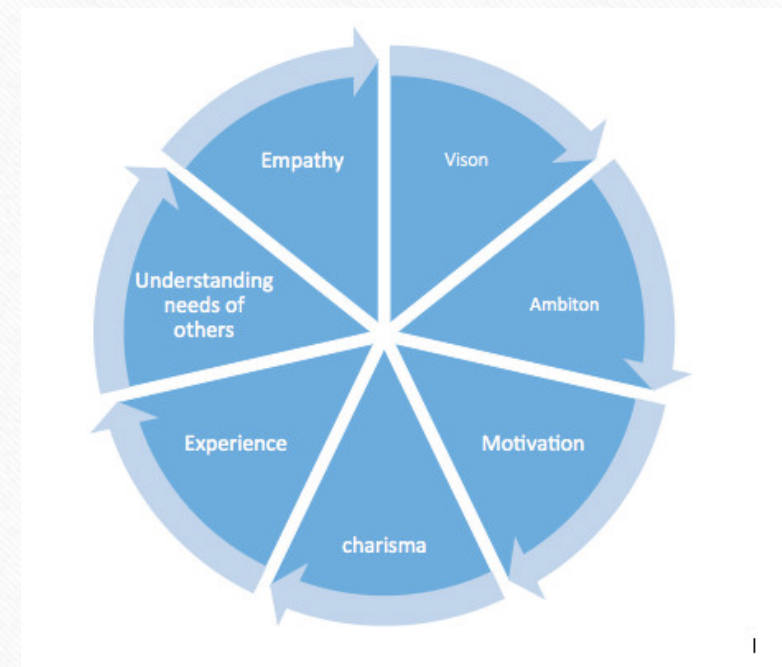
Gender Diversity in Professional Cricket

- Gender diversity is important for cultivating innovations, improving decision-making, and achieving organizational resilience (Reed, 2015).
- Aiding organisational performance and inspiring cultural changes (Chunying and Awan, 2023).
- The severe threat of the absence of women in the field of leadership is found to be significantly posed in those fields believed to have a male-dominated nature; professional cricket is an example of this category (Collins et al., 2023).



Current Landscape of Leadership in Professional Cricket

- Gender Representation in Cricket Leadership.
 - Inconsistency in Gender Diversity (Gold and Anderson, 2017).
- Change Over Time.
 - In cricket (Wyatt, 2020).
 - In WNBA (ILM, 2021).
- Organisational Comparison.
 - England and Wales Cricket Board (Barber and McCann, 2021).
 - Pakistan Cricket Board (ILM, 2021).



Cultural and Political Factors Affecting Gender Diversity

- **Industry Culture**

The high masculinity levels in cultures make for bad applications for gender integration. (Armstrong, 2016).

Women in leadership in cricket discourage young girls from developing leadership aspirations. (Hill et al., 2024).

67% of female respondents regarded cricket as "unwelcoming" for women in leadership positions (Piggott and Matthews, 2020).

- **Political Forces and Policymaking**

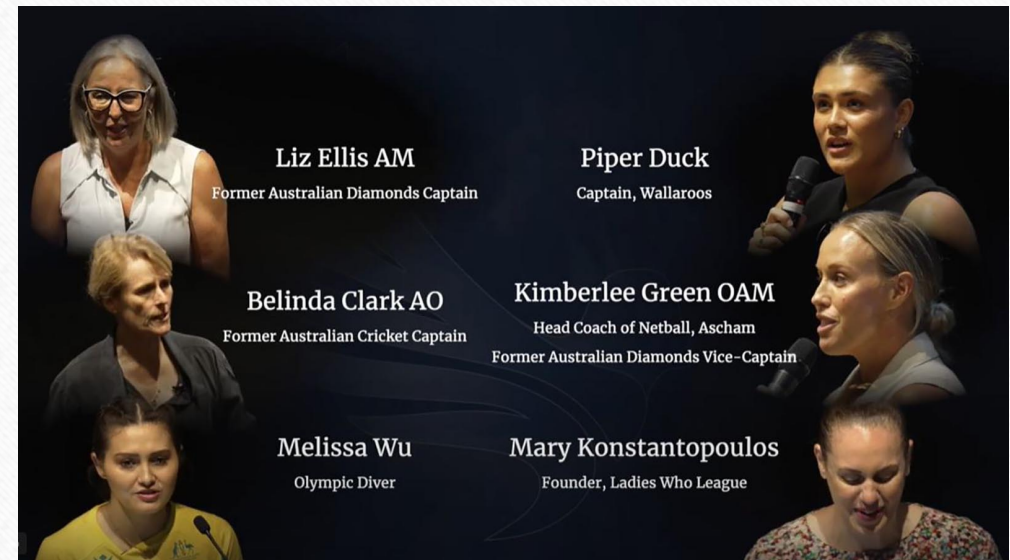
A fair-sized improvement in women's representation in different positions. (Webster, 2018).

A universal diversity standard (Banu-Lawrence and Frawley, 2020).

Women were 8% more at the managerial level than last year, reflecting that policy-crafted measures are successful. (ECB Financial Report, 2023).

- **Case Studies**

"Pathway to Leadership" program, aimed at involving and preparing the next potential female leader of the organisation. (Litchfield, Osborne, and Gale 2022).



Organisational Benefits of Leadership Diversity

- **Benefits of Gender Diversity**

Gender diversity in leadership is known to develop innovativeness and improve decision-making competence (Parker, 2019).

Firms with 30% or more women as managers have a chance of 25% better performance in terms of profitability (Hunt et al., 2020).

- **Relevance to Cricket**

Inclusion of diverse perspectives on cricket would help retain the relevance and appeal of the game at the younger, diverse age group (Velija, 2018).

Cricket Australia's Gender Equity Strategy repositions the organisation's leadership in line with that of their fans (Mullins, 2019).



Contemporary Management and Leadership Concepts

- **Relevant Theories**

Transformational leadership and inclusive leadership are some of the emergent leadership theories that now make great tools to enhance gender imbalances at the cricket levels (Storr, O'Sullivan, and Spaaij, 2022).

- **Application to Cricket**

Transformational leadership principles may be applied within cricket organizations to create formal mentorship programs, typical leadership pathways, and targeted training programs for women in management (Lymbery, 2021).



Challenges and Barriers in Implementing Diversity

- While the advantages of diversity are aplenty, diversity faces several barriers to its forward momentum (Bond, 2022).
For Example, FIFA rapidly increased female leadership because of its policies (ILM, 2021).
- From the resistance to changing cultures to widely entrenched stereotypes, and female role models barely making an appearance, the pace of cricket's diversification remains slow to push forward in any perceptible manner (Mooney, Hickey, and Ollis, 2019).

The Challenges and Barriers to Diversity and Inclusion in the Workplace



Conclusion and Future Considerations

Transformative and inclusive mindsets provide important guiding principles for cultivating diversity, breaking down deeply entrenched inequalities, and developing justice-based processes (Armstrong, 2016).



References

- Armstrong, M. (2016). *Armstrong's Handbook of Management and Leadership for HR*. London: Kogan Page.
- Banu-Lawrence, M., Frawley, S. and Hoeber, L. (2020). 'Women and leadership development in Australian sport organizations'. *Journal of Sport Management*, 34(6), pp.568-578.
- Barber, J. and McCann, G. (2021). 'Redefining our Leadership Roles in Changing Times'. *Trusts and Estates*, pp. 48.
- Bond, T.P. (2022). Women in Sport Governance: Perceptions of Inclusion in Cricket in New Zealand.
- Chunying, M. and Awan, M. (2023). Pakistan Cricket: 'An Emblem of National Unity and Cohesion'. *Journal of Development and Social Sciences*, 4(3), pp.865-873.
- Collins, M., Butts, C., Barber, B., Moore, M., and Ansari, Z. (2023). *Holding up a Mirror to Cricket: A Report by the Independent Commission for Equity in Cricket* (ICEC). London: UCL Discovery.
- ECB. (2023). *Financial Report 2023/2024*. London: ECB. Available at: <https://resources.ecb.co.uk/ecb/document/2024/05/14/04a6304d-9121-4aa0-a140-5879fff546ca/Financial-Statement-2024-FINAL.pdf>, (Accessed 7th November 2024).
- Flint, R.H. and Rheinberg, N. (1976). *Fair Play: the story of women's cricket*. Melbourne: Angus and Robertson.

References

- Gold, J., & Anderson, L. (2017). *Developing Leadership and Management Skills*. UK: Kogan.
- Hill, S., Kerr, R., Ryan, G., and Kavanagh, T. (2024). 'Implementation of gender quota requirements by local associations in New Zealand cricket'. *Managing Sport and Leisure*, pp.1-15.
- Hunt, V., Dixon-Fyle, S., Dolan, K., & Prince, S. (2020). *Diversity wins: How inclusion matters*. Available at: <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>, (Accessed 8th November 2024).
- ILM. (2021). *Institute for Leadership and Management*. [online] available at: <https://www.i-l-m.com/>, (Accessed 10 November 2024).
- Litchfield, C., Osborne, J. and Gale, T. (2022). Australian cricket, race, and First Nations Australians: the past and present. *Sport in History*, 42(3), pp.384-404.
- Lymbery, L. (2021). *Clearing the boundary: a multilevel analysis of how gendered relations enable female leadership in non-professional cricket* (Doctoral dissertation, Victoria University).
- Malcolm D, Velija P (2017) Cricket: The quintessential English game? In: *Sport and English National Identity in a 'Disunited Kingdom'*. London: Routledge, pp.19-33.

References

- Mooney, A., Hickey, C., Ollis, D., and Harrison, L. (2019). 'Howzat! Navigating gender disruptions in Australian young women's cricket'. *Journal of Australian Studies*, 43(1), pp.71-86.
- Mullins, L. (2019). *Organizational Behaviour in the Workplace*. London: Pearson.
- Parker, S. (2019). *Women in Sport Governance: Challenging Institutionalised Practices in a National Sport Organisation*. Auckland University of Technology.
- Piggott, L.V. and Matthews, J.J. (2020). 'Gender, leadership, and governance in English national governing bodies of sport: Formal structures, rules, and processes'. *Journal of Sport Management*, 35(4), pp.338-351.
- Reed, D. (2015). *Skills of Management and Leadership: Managing People in Organisations*. London: Palgrave.
- Storr, R., O'Sullivan, G., Spaaij, R. and Symons, C. (2022). 'Support for LGBT diversity and inclusion in sport: a mixed methods study of Australian cricket'. *Sport Management Review*, 25(5), pp.723-747.
- Velija, P. (2015). *Women's cricket and global processes: the emergence and development of women's cricket as a Global Game*. London: Springer.
- Velija, P. (2018). Cricket: The women's cricket association and the England and Wales cricket board. In *Gender diversity in European sport governance* (pp. 155-164). Routledge.
- Wyatt, S. (2020). *Leadership and Management in the 4th Industrial Revolution*. London: Kogan.

Thank You
