Women in Sport Governance: Perceptions of Inclusion in Cricket in

New Zealand.

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Abstract

The continued underrepresentation of women across all areas of sport has led to a growing focus on women's involvement in sport governance. Whilst the concept of diversity in sport leadership has been increasingly discussed in recent literature, we know less about the shift from diversity to inclusion, and how to foster an inclusive environment that preserves female engagement once they have gained board positions. In order to contribute to this growing area of literature, the current study aims to investigate the perception of the inclusion of women in governance within cricket in New Zealand.

The case of New Zealand Cricket (NZC) was explored, revealing that although many positive steps have been taken to increase the involvement of women in cricket across New Zealand, more work is needed before the concept of inclusion moves beyond what has been perceived as a box-ticking exercise, and is engraved into organisational culture. Using a case study approach, data were collected via secondary document analysis and four semi-structured interviews with members of District boards who shared their experiences and knowledge of inclusion within NZC. This in-depth insight offered a deeper understanding of various factors that contribute to the inclusion of women on District boards, and what further strategies could be implemented to provide more women with the opportunity to contribute to the governance of cricket in New Zealand. It is evident to see through both the participant interviews and secondary document analysis that over the past six years since the publishing of the Women in Cricket Report, NZC has taken great strides in 'levelling the playing field' and encouraging the engagement of women in cricket at all levels. Themes including the following were uncovered; inclusion is more than just a seat at the table, it's just easier to recruit men, and despite NZC putting clear inclusion policies into place, a hierarchical disconnect remains. The findings suggest that despite positive institutional change occurring within NZC that has resulted in increased female participation and engagement in cricket governance, evidence shows that at a District Association (DA) level, there is still a way to go in truly understanding and implementing what inclusion looks like in a board setting.

These outcomes have implications for our understanding of inclusion in sport governance literature. Specifically, the results of this research suggest that the current approach to encouraging inclusive practices at the District board must move beyond setting statistical representative goals and expectations, to fostering the transition from diversity to a culture that retains and nurtures female inclusion on District boards. The conclusions of this research are also enlightening for other sports pursuing organisational change that results in improved opportunities and outcomes for women in sport governance and leadership.

Attestation of Authorship

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.

Student's Signature:

Teigan Palmer

Date: 7 October 2022

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Chapter 1: Introduction

1.1 Background to the Research

Despite a global rise in the participation of women and girls in sport, it is still largely a male-dominated field (Burton, 2015). Women and girls are now being presented with greater opportunities for participation in sport, however, there is still a substantial amount of progress to be made in terms of equitable opportunities for women internationally. Despite growing participation levels, women are underrepresented in all aspects of sport leadership, at all levels (Burton, 2015). While a history of research and action aiming to promote gender equity in sport exists, representation of women in the top-tier of sport governance remains minimal. Therefore, gender equity within sport leadership, particularly in decision making positions, remains a significant issue in today's sporting industry (Evans & Pfister, 2020).

Although research validates the positive impact of gender diversity within sport leadership, this is not being reflected in the current organisational climate (Evans & Pfister, 2020). In an industry that is experiencing constant change and development, the concept of leadership is following suit, with a shift away from traditional models towards an emphasis on leadership as a socially constructed concept (Carsten et al., 2010). Taking a socially constructed approach, leadership is regarded as a shared achievement, rather than something that belongs to a single person. Some scholars describe leadership as a 'moment' of social relation, which is unable to exist independently. Leadership moves beyond a focus on one aspect, namely the leader, requiring people, a context, and a purpose (Damon et al., 2022). This view captures the way that people build their own understanding of leadership, and how that view influences their response to people in leadership positions (Billsberry et al., 2018). When considering sporting organisations and how they operate, scholars have discovered that gender can influence organisational practices, such as leadership. Therefore, discussion surrounding gender diversity in sport leadership should include gender as a fundamental aspect of organisational processes. It therefore may follow that the construction of gender not only shapes identities but plays an important role in understanding the processes in which sport operates within a hegemonic masculine norm (Burton, 2015).

It has been purported that a key reason for the underrepresentation of women in sport leadership is due to the social construction of sport as a masculine space (Wallick, 2018). Leberman and Burton (2019) go further in asserting that masculinity is traditionally regarded as a quality necessary to be successful in sport leadership, thus, it is men exhibiting masculine traits that are elevated into positions of power within sport organisations. This perceived barrier presented to women within the sport industry potentially stops the progression of gender diversity in the sport leadership environment. Furthermore, diversity has been found to be key in providing richness and growth within a group or organisation. Thus, it follows that gender diversity in leadership contributes to more effective governance as asserted by Terjesen et al. (2009).

Despite the benefits asserted of diverse sport leadership, diversity alone does not guarantee wider organisational and social change without the occurrence of inclusion (Ferdman, 2013). Inclusion has emerged as a key concept in sport leadership and describes the degree to which people feel a part of key organisational processes such as decision making. Employee experiences of inclusion have been found to strongly influence commitment and job performance; therefore, it is crucial for businesses to not only focus on diversity, but also provide an environment that fosters the inclusion of women at a leadership level (Downey et al., 2015). Given the magnitude of talent and the value that is lost if women are overlooked within the labour market, the need to prioritise the inclusion of women in the sport leadership context is essential (Kulkarni et al., 2020).

1.2 Research Context

New Zealand Cricket (NZC), formerly known as the New Zealand Cricket Council, is the governing body for professional cricket in New Zealand. In November 2015, NZC initiated a project that would help them to understand why women do and do not engage in cricket. The aim of the research was to discover what would enable them to improve the levels of engagement in cricket among women in New Zealand (New Zealand Cricket, 2016). The final 'Women and Cricket' report was presented to the NZC Board in 2016. The report was authored by Sarah Beaman, and included one-on-one interviews, surveys, and extensive online research. Conversations were held with cricket players, fans, administrators, women from different social and cultural backgrounds, those who

followed sport but not cricket, and organisations involved in sport both internationally and in New Zealand (New Zealand Cricket, 2016). The report provided some stark statistics relating to women's engagement in the game of cricket. These included:

- In 1993/1994 38 percent of NZC's governance structure were female. By 2016, that percentage had dropped to just 6.4 percent
- Out of 43 regional board positions, 2 were held by women.
- 90 percent of cricket clubs did not provide teams for girls only, and 57.6 percent did not offer girls cricket at all

(New Zealand Cricket, 2016).

Ultimately, the report came to the conclusion that the level of change required to genuinely alter women's engagement with cricket will not be comfortable, either personally or organisationally, for many of the cricket community. However, the benefits of change, from the robustness of cricket organisations to the success of cricket, and to the growth in cricket's customer and fan base now and into the future, are indisputable (New Zealand Cricket, 2016). The report made a total of 17 recommendations to New Zealand Cricket, with five relating to governance and leadership. These were as follows:

- Significantly and quickly increase the proportion of females in cricket governance.
- Ensure all national and regional cricket associations have leadership role(s) accountable for driving improved cricket outcomes for females.
- Positively influence the media awareness and portrayal of females' success and legacy in cricket.
- Gradually increase female presence in coaching and umpiring positions.
- Target the engagement or reengagement of females who know and love cricket in ways that fit their life stage and availability.

(New Zealand Cricket, 2016).

The document was a forthright assessment of the organisation's shortcomings, and despite being confronting, the reality was a key step in sparking institutional change. New Zealand Cricket responded quickly and effectively to the outcomes of the 'Women and Cricket' report, with the Board unanimously accepting all of the recommendations, and quickly implementing a number of them. This response included the creation of the 'WiCG' initiative, aimed at ensuring women have more say in the governance of cricket. A goal of the WiCG initiative is to improve cricket's governance capability and have boards that are more diverse and inclusive (New Zealand Cricket, n.d.). While significant progress has been made towards more diverse cricket boards, exploration into how both boards and New Zealand Cricket can further foster a more inclusive environment towards women would additionally enhance the WiCG project. Even though the issue of a lack of women's involvement in sport governance has been studied previously, there have been few studies that have focused on the inclusion of women once they are granted governance positions, and how their inclusion is perceived by other board members.

1.3 Research Aim and Design

The aim of the current study is to investigate the perception of the inclusion of women in governance within cricket in New Zealand. This insight will provide a deeper understanding of how the contributions of women on District Association Boards are perceived by other board members, and whether women feel that the culture of their boards are inclusive, and why. This project provides valuable opportunities for insight that, if captured, will allow recommendations to be provided to New Zealand Cricket on how to effectively navigate inclusivity and create a more inclusive culture on boards at the district level.

In order to achieve this purpose, the following questions were posed:

1. What does inclusion mean in the context of sport boards?
2. What are the barriers preventing the inclusion of women on sport boards?
3. How can New Zealand Cricket further encourage an inclusive culture at the District Board level?

To answer these questions, an interpretivist-constructivist approach was taken (Cohen & Manion, 1994; Duffy et al., 2020; Mackenzie & Knipe, 2006), which provided an overarching framework for the research, underpinned by a qualitative approach using a case study design (Baxter & Jack, 2015). A purposive sampling strategy was used in order to identify the four study participants, who were all associated with a NZC District Board. Due to the small sample size, each participant had the ability to provide information rich accounts of their experiences within the phenomenon being studied. Data were collected through secondary document analysis and semi-structured interviews using an interview guide with a total of eight questions. Data was analysed using thematic analysis, with key themes identified and discussed as findings (Braun & Clarke, 2006).

1.4 Dissertation Structure

The current study is organised into the following sections: Chapter 2 provides a critical review of current literature as it pertains to women in sport governance, and the concepts of diversity and inclusion as they relate to the sport leadership field. This section provides a deeper insight into the research context of the current study and highlight any gaps in current literature. Chapter 3 presents the overarching research design and framework, including discussion of the interpretivist-constructivist paradigm and qualitative approach used to underpin the study. This is followed by an explanation of the chosen methodology, a case study design, and methods used to collect, analyse and interpret the data. Chapter 4 synthesis and discusses the findings from all four interviews and secondary document analysis, allowing for in depth exploration of the case study. To conclude, Chapter 5 summarises key recommendations and limitations, and highlights areas for future research.

Chapter 2: Literature Review

2.1 Introduction

Chapter 2 introduces the theoretical grounds for the current study and aims to explore literature pertaining to women in sport leadership and the application of the concepts of diversity and inclusion in order to better understand the link between these theories in the sporting climate of today. The literature review is organised into sections exploring the following topics: firstly, the review explores women in sport leadership in the governance context, and sport as a gendered space in relation to women in sport leadership. These concepts are viewed and discussed through a social constructionist lens. The review then focuses on the concept of diversity as it relates to sport leadership, and the key shift from diversity to inclusion.

2.2 The Concept of Leadership

The sport industry is an environment that experiences constant change and development, and the concept of leadership is a critical resource that will aid in the development and success of organisations. Goyanes and Gentile (2017) describe leadership as a fascinating concept that has been widely studied from a range of different perspectives throughout the years. Traditional views depict leadership as a formal, assigned role with achievements being claimed by an individual rather than a collective group.

Previous research on leadership has predominantly examined it from an individual, hierarchical perspective that sees formally appointed leaders in organisations in charge of decision making and follower influence (Svensson & Seungmin, 2019). This is commonly known as a 'leader-centric' approach. In more recent developments, the critical leadership theory of a follower-centric approach has come to the forefront of research, which sees the leader-follower relationship as a mutual one where both the leader and follower are participants and main characters in the group. Carsten, Uhl-Bien, West, Patera, and McGregor (2010) further explore the concept of a follower-centric approach, drawing attention to individuals acting in non-leadership positions. Traditional models have been narrowly concentrated on people in formal leadership roles, however, it is

recognised that leadership behaviours can be observed by individuals outside of these formal roles (Carsten et al., 2010). Due to the reality of constant shifts in organisations in the sports industry, followers should be encouraged to exercise leadership development to prepare them to implement follower-centric and shared leadership techniques. This collective approach to leadership provides opportunities to shift focus away from leaders needing to be individuals (Damon et al, 2022). A shift from a preoccupation with formal, traditional models of leadership towards an emphasis on it being a collaborative and relational experience allows the conceptualisation of leadership as a social construction.

The social construction of leadership encourages the shift towards focusing on the idea that it develops through social exchanges and belongs to a collective group. Successful professional performance is reliant on an inclusive work context in which individuals feel empowered to achieve their goals and share their results, with the partnership and assurance of the leader (Goyanes & Gentile, 2017). A notable finding in the social construction of leadership approach is that the idea that individuals interpret reality as they interact with others and their environment, therefore each person will have differences in their perceived experiences and perspectives of it (Goyanes & Gentile, 2017). Bresnan (1995) explores this further by examining the leadership plans of individuals in similar managerial roles. Some leaders construct their role around collective decision making, placing an importance on the leader being a change agent, and some view having control and complete authority of their followers as the critical part of practicing effective leadership. Despite the fact that similarities are present, Bresnan (1995) concludes that there are many differences in the way that leadership is interpreted and practiced by people in managerial roles. It is perhaps this idea that contributes to the difficulty of identifying a concise and accurate definition of effective leadership, as although the coexistence of constancy and variety supports the diversity of leadership it also shows that there are many paths to it, with leadership being seen and constructed through the eyes of the beholder.

It is suggested that all leadership is socially constructed, in that all individuals involved should in some form contribute to the existing leadership arrangement (Foldy, Goldman, & Ospina, 2008). Day et al. (2004) describe the potential benefits of widening the traditional lens of leadership

to include team-level leadership, which recognises the strategies that are created through formed connections and relationships that can be drawn upon in the future to respond positively and effectively to leadership challenges that arise. The leadership of sporting organisations and the impact it has on the whole for the organisation and the individuals involved is an issue facing the sports industry globally. Research has highlighted the same shift, away from traditional leadership models towards an emphasis on the social construction of leadership occurring within the sporting world. As the complexity of theories such as shared leadership and follower-centric leadership evolve and are implemented more into organisations, we see traditional leadership and managerial positions being filled by individuals that can draw on relationships with followers and stakeholders to be successful in their roles (Welty Peachey et al., 2015).

Overall, sport is a social and interactive experience that encourages participants to be aware of their environment and others around them. Sport thrives when individuals come together in a collaborative setting and work towards a common goal. The concept of athlete leadership further explores this idea and challenges traditional views surrounding the role of the coach or manager as the assigned sole leader. An emphasis on the role of the athlete in a partnership or team setting can have a significant influence on team dynamics and success, and the development of leadership skills within athletes has been proposed as a crucial part of achieving collaborative or shared leadership within a sport setting (Cotterill & Fransen, 2016). This view of sport can be directly linked to the social construction of leadership, and the idea that through sport, leadership as a collective can be developed and embraced. One way of understanding the perception of inclusion of women in sport governance is by viewing it through a social constructionist lens. In doing this, we can observe the connection between the social construction of gender in sport, and how this has led to it being a male dominated industry, with women historically being largely excluded from leadership positions.

2.3 Sport as a Gendered Space

The overrepresentation of men in leadership positions within sport organisations has gradually become an institutionalised practice that ultimately disadvantages women and prevents them from obtaining equal access to those same positions (Burton & Leberman, 2017). The process of

institutionalisation sees the establishment of something as a norm or convention within a culture or organisation (Burton & Leberman, 2017). These norms are underpinned by prescriptive systems and cognitive understandings and supported by values and beliefs expressed through people's behaviour (Burton & Leberman, 2017). Institutionalised practices within the sport industry have seen value placed on male ideologies, provided men with uncontested control, and devalued women's contributions towards sport leadership (Walker et al., 2017). The establishment of institutionalised behaviours takes place over a period of time as the beliefs become so deeply ingrained into the culture of an organisation that they are no longer questioned. The sport industry has developed a bias against women's equal involvement in sport leadership, and by viewing sport as an institutionalised masculine domain, the control of women within the industry can begin to be understood more clearly (Burton & Leberman, 2017).

Several scholars have followed the work of Knoppers (1987) in applying the concept of homologous reproduction as a framework to observe the obstacles constraining women in sport leadership roles (Burton, 2015). Homologous reproduction describes those being in charge of the hiring process being more prone to hire candidates considered 'similar' to themselves (Burrton & Leberman, 2017). One of the ways that the social construction of leadership has shaped the governance of sport organisations in New Zealand is through homologous reproduction, and that they are widely run by the 'old boys' network'. Former Black Fern Louisa Wall believes that there are competent women who could be a part of sport governance, however the network only likes to employ each other (George, 2020). She believes the lack of women on boards is aided by the constitutional arrangements of organisations that make it difficult for women to be elected. Similarly, Bierema (2016) argues that women are well prepared to take on leadership roles and have the education and will to do so, however they do not conform to gendered organisational views of successful leaders. Women have been excluded from the hiring process in sport because of homologous reproduction and denied access because of the 'old boys' network (Burton, 2015). People tend to appoint and value those most like them, and people who challenge traditional models may require them to change. That is why there has been a reluctance to accept more women onto boards

(Burton, 2015). Successful performance of an individual relates to leadership as a socially constructed concept, in which individuals feel empowered to take charge of their development and share their achievements with a group. The construction of leadership through homologous reproduction sees those in power holding onto their influence by only allowing those they believe would be best suited, or those like them to gain access to leadership positions. Subsequently, this halts the process that would celebrate the development and promotion of women in the workforce (Burton, 2015).

Several studies have shown that biases toward women in sport leadership become obvious when it is viewed as a gendered space (Burton, 2015). Scholars argue that sport actively constructs boys and men to exhibit, value and reproduce traditional notions of masculinity (Anderson, 2011). Because masculinity is regarded as a quality necessary to be successful in sport leadership, it is men exhibiting these traits that are elevated into positions of power within a sports organisation. An image of today's ideal worker is described as being a man wholly devoted to his work, putting it over his family, personal needs, and health. This ideology does little to encourage a diverse workplace and serves to subtly marginalise and disadvantage women in the workplace (Bierema, 2016). Correspondingly, leadership roles have long been dominated by the image of the ideal leader as an individual operating within a culture and value free space and is ideally male. Women in leadership positions, particularly in sport, have been deemed out of place and face discrimination, pay discrepancies and segregation within workplaces (Bierema, 2016).

The exploration of leadership from a hierarchical perspective sees individuals in power take responsibility for decision making, and subsequently influence follower perspective (Svensson & Seungmin, 2019). The concept of power in sport organisations is further developed by Burton and Leberman (2019), stating that despite the increased talent pool of qualified women available for recruitment, they are often overlooked or left out of recruitment processes because they do not display socially constructed traits of masculinity. Power has a direct link with gendered relations in sport organisations, and research shows that male leaders used their positions of power to set up and maintain boundaries that allowed the dominance of male leadership. Limiting female representation to those who fit the socially constructed model of a leader that was defined by the male leaders of the

organisation. This appears to have been the case for many sport organisations in New Zealand, who have promoted the idea of the preservation of masculinity through dominant male representation on the board (Pringle, 2004). Women become less attracted and less likely to remain in leadership because of the construction of sport as a masculine domain.

The concepts of homologous reproduction and viewing sport as a gendered space set the theoretical undertone for the current study. By understanding traditional notions of leadership and how sport governance has evolved to view male characteristics as dominant leadership traits reveal the preservation strategies of homogenous groups that have governed sport for decades. These concepts underpin the research aim of discovering the perceptions of the inclusion of women in sport leadership positions, and how changes can be made to traditional views in order to create more opportunities for women to be involved in sport governance.

2.4 Women in Sport Leadership

Although the participation of women in sport has been steadily increasing, the proportion of women being granted sport leadership positions has not followed suit. The opportunities for females in coaching and leadership roles remain minimal in comparison to their male counterparts. A study conducted by Evans and Pfister (2020) describes the prevalence of research being undertaken focussing on the small proportion of women in executive positions on sport boards, and existing barriers that prevent women from successfully attaining these overarching roles. Results of the research consistently demonstrate that men are almost certain to be represented on sport boards, even in organisations centred around women's sports. If gender balance was present in this situation, women would be granted roles on boards concerning men's sports. This however is not currently being observed, with women being less common to be featured on boards relating to men's sports. According to recent research, women hold less than 20 percent of director positions on sports boards and only 16 percent of chief executive roles (Adriaanse, 2015). Despite global organisations such as The International Olympic Committee (IOC) setting targets that aim to increase the representation of females in national sport governing bodies, the response internationally has been minimal, with figures only being obtained by a fraction of sports in only some of the countries who responded to the

set targets (Burton & Leberman, 2017). The effects of the rise in participation rates of women in sport in Canada has recently been seen, with women making up 47 percent of the team at the 2008 Beijing Olympics, and 60 percent at the 2016 Rio Olympics. Despite this promising representation, the opportunities for females in coaching and leadership roles remain minimal in comparison to their male counterparts. At the Beijing Olympics, only 9 percent of the total head coaches were women, dropping to 6 percent in Rio in 2016 (Culver et al., 2019). Before 1972 in the United States, women coached 90% of women's teams, and in 2014, women coached only 43.4% of women's teams. The percentage of women coaching men's teams has remained relatively fixed since 1972, sitting at 2-3%. In summation, women men occupy approximately 98% of the head coaching positions in men's sports, and over 50% of the positions in women's sports (LaVoi, 2016). While all over the globe we are observing an increase in the number of female athletes participating in sport, the opposite is observed in leadership roles at both a local and national level (Evans & Pfister, 2020). Considerable work is therefore needed to begin to bridge the gap in gender equality and secure more leadership positions for women in the sports sector.

Historically, sport in New Zealand has been male dominated, and characteristics linked with traditional masculinity have been encouraged. Sport and masculinity exist in a symbolic relationship, with sport supporting conventional models of masculinity, in turn shaping sport and gender relations in society (Pringle, 2004). As well as dominance in sport participation, men traditionally hold far more leadership positions in sport organisations than women. Research undertaken by Sport New Zealand in 2017 showed that governance nationally across sport organisations was only 27 per cent female (Angus & Associates, 2017).

There are a number of barriers women face in relation to their contribution to sport leadership positions. The social construction of masculinity within sport argues that women must be authoritative like men to be listened to, however will be perceived negatively if they are too aggressive (Simmons, 2011). If a woman comes across as too feminine, she faces stereotypes such only being involved in order to meet the players or that she knows nothing about sport. Femininity is often paired with incompetence. Therefore, women are often overlooked, and left out of the conversation (Simmons,

2011). A study conducted in Australia found that the exclusion women on boards felt was sometimes subtle. While women were not barred from board meetings, discrimination was often unconscious and in the form of discouraging or demeaning comments from their male counterparts (Richards, 2018).

As an attempt to combat the inadequate presence of women in sport leadership, a small number of countries worldwide have introduced gender quotas in sport decision making (Valiente, 2020). A gender quota describes a mandatory requirement put in place that requires a proportion or given number of highly ranked leadership positions in sport organisations be occupied by women. In Norway, sport is organised under the umbrella organisation the Norwegian Olympic and Paralympic Committee and Confederation of Sports (NIF) (Sisjord, Fastong and Sand, 2017). As a pioneering country, Norway first adopted quotas in sport management in 1987 (Valiente, 2020). This quota mandated that when electing or appointing members to boards, both men and women needed to be represented. The composition was required to be proportionate to the gender distribution among members, however when more than three people were elected, at least two had to be women (Sisjord et al., 2017). In a study done to investigate the impact of the quota as a means to equalise gender representation on boards, Sisjord et al. (2017) discovered a fairly high degree of awareness and practice of the quota regulation, more so in the national federations than in the local clubs. Whilst the study found that quotas have an impact on women's representation in sport leadership, they did not provide equal gender distribution on executive boards across all levels in NIF (Sisjord et al., 2017).

The introduction of a target that requires organisations to address the issue by complying to regulations was introduced in New Zealand in 2018, when a new strategy championing equality for women and girls in sport and recreation in New Zealand was launched (NZ Government, 2018). One of the priorities of the strategy is that sports that are in a Partnership with Sport New Zealand or High-Performance Sport New Zealand and receive over $50,000 in funding are required to meet a quota of 40% female representation on boards by December 2021. If the quota is not met, organisations risk losing their funding. All qualifying Partners must report annually to Sport New Zealand on the gender make-up of their board (Sport New Zealand, n.d.).

In Spain, the gender quota relevant to sport leadership is incorporated into policy surrounding funding for sports. each year since 2014, National Sports Federations (NSFs) can apply for state funding, with the aim of financing 'women and sport' activities. NSFs must have at least three women, or 33% female members on one of their governing boards (Valiente, 2020). As shown by Valiente (2020), the gender quota introduced in 2014 has undoubtedly fostered women's access to decision making at high levels in sport management. The year prior to the quota being introduced, 2013, saw women account for only 12% of NSF board members. This number rose to 19% in 2014, 21% in 2015, 24% in 2016 and 2017, and 25% in 2018. Despite the increase in female board members among NSFs, the quota did not have a positive impact on the number of women acting as NSF presidents (Valiente, 2020). In 2019, only 3 NSF presidents were women, making up 5% of total NSF presidents. These numbers were largely unchanged from before the quota was introduced, as in 2013, 2 NSF presidents were women, or 3% (Valiente, 2020).

France has a club-based sporting system, in which NSFs play a pivotal role, organising sport at both top and mass level participation (Caprais, Sabatier & Rubi, 2020). While each NSF has the freedom to determine its own representation system, some common principles have been created to regulate the renewal of governing bodies. National leaders, who represent the members of the federation, must be elected every four years. During the elections that took place in 2017, NSFs had to apply gender quotas. NSFs with under 25% of men participating in the sport had to ensure that at least 25% of their governing body had to be women, and NSFs with more than 25% of both men and women participating in the sport had to ensure that at least 40% of their governing body were men and women (Caprais et al, 2020). Women's presence on the executive boards of NSFs in France has grown more quickly in the past five years than over the course of the last twenty. Gender quotas have proven to have a positive impact in regard to this increase, and may have led to a more inclusive environment, bigger incentive to vote for women, and bigger pool of female candidates (Caprais et al, 2020). However, although gender diversity has increased, progress remains slow, which could in part be attributed to organisational resistance and endogenous processes that are still in place within NSFs.

A study completed in Australia sought to analyse the impact of gender quotas on gender equality on national sporting organisation (NSO) boards (Adriaanse and Schofield, 2014). The study discovered that despite growth in developing gender equality in sport governance internationally, there remains entrenched resistance to the introduction of quotas aimed at increasing female representation on boards to parity with men. Board members cited concerns of adverse effects of such a strategy, increased regulation, decreased board efficiency, tokenism, and the belief that the 'best people' for the role would be overlooked in favour of female candidates (Adriaanse & Schofield, 2014). The study examined the adoption of gender quotas on sport boards of NSO's as part of a larger goal to further understand how gender functions within sport board governance. Results discovered that none of the quotas specified complete equality of men and women's membership, rather a minimum target of either gender. Despite these quotas being key in establishing a statistical presence of women on boards, they needed to run in combination with other gender dimensions in order to move toward equal participation and inclusion of women in decision making on boards. A combination of the following: board members valuing gender equality and understanding the importance measures such as quotas to achieve it, the appointment of women to key decision-making areas on the board, and active support of influential men of women's exercise of power and authority, render a boards chances of increasing gender equality in governance the most robust. Although quotas can be foundational in achieving the goal of gender equality, it was solidified only through board culture that valued men and women's participation as equal across the full range of organisational endeavours (Adriaanse & Schofield, 2014).

Despite quotas being introduced to increase the gender equality on sport boards, little is currently known about the inclusion of women once they gain board positions (Richards, 2018). It would seem important that once diversity on sport boards is achieved, women feel empowered to make impactful contributions, and feel included in the board culture, hence the motivation for the present study.

2.5 Diversity in Sport Leadership

Diversity is defined by the Oxford English Dictionary as the practice of involving or including people from a variety of different social and ethical backgrounds, and of different genders, sexual orientations, etc ("Diversity", 2022). Diversity is a term that has historically been used to describe statistical representation of various underrepresented groups of people, for example women in a male dominated organisation (Vargas et al., 2018). Fredette, Bradshaw and Krause (2016) state the importance of recognising that diversity within a group brings richness, new ideas, growth, dynamism and energy, and a lack of diversity results in sameness, dullness, and a lack of growth.

Given the magnitude of talent and the value that is lost in not having half of the population participating in the labour market, the need to prioritise the inclusion, retention, and growth of women in the workforce is imperative (Kulkarni et al., 2020). An increasing number of studies seek to understand the connection between gender diversity and sport governance, in particular the issue of women's under-representation on sport boards (Adriaanse, 2016). In 2003, Hartmann-Tews and Pfister (2003) completed an international comparative study exploring the representation of women in sport, particularly those in leadership and decision-making positions. Data was analysed from 16 countries, and results showed a low level of representation of women in sport governance positions across all countries. The authors summarised their findings by stating that most senior positions among national governing bodies analysed were occupied by men, and there is no tendency towards increase, in fact in some countries, female representation is on the decrease.

Considerable research has been done on diversity on sport boards, and results consistently show that more gender diverse boards have better overall performance (Adriaanse & Schofield, 2014; Spoor & Hoye, 2013; Wicker et al., 2020). Central to the argument for encouraging women's representation on sport leadership is the fact that women represent stakeholders who in ethical terms, should be included. Their inclusion also increases the talent pool available for selection into leadership positions (Adriaanse, 2016). While the inclusion of women in sport leadership is an

ethical issue in terms of adequate representation of all stakeholders, it also has a direct impact on the performance of the organisation. Terjesen et al. (2009) describe two critical ways in which gender diversity on sport boards contributes to more effective board performance and governance: through individual interactions, and through a variety of board processes. Women's existence in the boardroom resulted in increased sensitivity to the ideas and perspectives of others. Women brought unique skills, experiences, and knowledge that men did not possess, and they added a different voice to discussions, debates, and decision making. In a study by Lee and Cunningham (2018) examining how group diversity was associated with subsequent outcomes, group gender diversity was positively associated with affective outcomes such as cohesion, in-group identity, and commitment to diversity. These results are important, as they are consistent with theorising that people are attracted to and are more likely to remain in jobs within a diverse and inclusive organisation (Fink & Pastore, 1999). Leadership styles have a direct impact on how board members interact with each other, and interactions are critical in decision making within a group (Wicker et al., 2020). Previous research has highlighted the differences in leadership styles of men and women, with women being more likely to exhibit traits of transformational leadership, as opposed to transactional leadership styles which have been attributed more closely to male leaders. Transformational leaders have been described as more likely to listen to the perspectives of others and more focused on problem solving and organisational development (Wicker et al., 2020). Transformational leaders recognise the higher needs of their colleagues, and the style has been found to be more effective in achieving increased team performance. A transactional leader, by contrast, manages a group by promising rewards for good performance, and focusing on rules and procedures over vision and relationships. In comparison, transformational leadership has been shown to increase organisational and team performance over transactional leadership (Welty Peachy & Burton, 2010; Kim, 2022). Boards showing gender diversity through its members have been proven to have more of a variety of contacts and networking opportunities (Wicker et al., 2020). A diverse board likely has access to more resources, including financial resources. For example, a board with more women may be able to connect with potential sponsors that men could not, and make different kinds of public subsidies available, ultimately reducing costs and improving the

organisations overall financial situation. A diverse revenue portfolio is crucial in reducing an organisations financial vulnerability (Wicker et al., 2020).

The findings of recent studies show that women are largely underrepresented on sport boards, particularly in key positions such as directors, board chairs, and chief executives (Adriaanse, 2016). Boards are largely representative of the interests of stakeholders, therefore if there is a lack of gender diversity present, there is the possibility that this underrepresentation could be reflected in the values and practices of a sport organisation. Evidence has revealed that women need to occupy at least 30% of board positions in order to enhance organisational performance. Given the scarcity of sport boards that have achieved this critical mass, it is evident that the majority of organisations are falling short of both achieving ethical practice, and maximising organisational performance (Adriaanse, 2016). The objective of this study, to examine the perception of inclusion of women on sport boards, plays a crucial role in investigating what makes women on boards feel included, and how organisations can not only meet the critical mass of women on boards, but foster a culture that is inclusive, and encourages role retention.

2.6 From Diversity to Inclusion

When thinking about the relationship between diversity and inclusion, it is imperative to understand the distinction between the two concepts.

"Diversity is opening the door, but inclusion is the warmth welcoming you in" (Lovett et al., 2020).

Researchers within many sectors are increasingly cautioning organisations about the dangers of approaching diversity with a compliant attitude, where the emphasis rests solely upon recruiting numbers, or token members of a minority group. They instead are urging for a more developmental approach that aims to accept and value differences among people (McLeod & Herrington, 2017). Within this framework, the emphasis moves from putting people in "categories" such as those that typically suffer from discrimination, towards viewing everyone as human beings with complex identities who all have significant potential to bring individual and organisational gains. Achieving

this ideology is difficult to do however, as it often requires deep systematic change in a group culture (McLeod & Herrington, 2017).

Research and practice suggests that diversity alone does not guarantee positive benefits without the occurrence of additional circumstances (Ferdman, 2013). Inclusion has emerged as a core concept in relation to diversity, and diversity practitioners currently consider it a crucial approach to benefit from diversity. Inclusion diverges from diversity in concentrating on not only the compositional mix of people, but also on every person's incorporation into the processes and culture of an organisation (Bernstein et al, 2019). Inclusion is defined by Kulkarni et al. (2020) as the psychological experience of being treated as an insider and feeling accepted within a workplace, whilst being able to retain one's individual identity. Inclusion encompasses how well organisations, and their people connect with, engage, and utilise people from all kinds of social, and cultural backgrounds (Ferdman, 2013). The core of inclusion lies within people's experiences of it. This experience of inclusion is facilitated by those in contact with an individual, by the individuals' own attitudes and behavior, and by the values, beliefs, practices, and processes in operation within the individual's organisation and social environment (Ferdman, 2013). Therefore, inclusion can involve any or all of the following: individual or group experiences, a set of behaviours, leadership styles, a set of collective values and practices, or a personal or collective value (Ferdman, 2013). While diversity describes the statistical representation of minority groups such as women in groups or organisations, inclusion illustrates the creation of a workplace culture that allows all employees to contribute and thrive. McLeod and Herrington (2017) state that "being there is not the same as being heard". While policy such as quotas for female recruitment may succeed in getting diversity through the door, neither individual or organisational benefits will result if there is a lack of attention and change to structural and cultural practices that privilege the voices of some and silence the voices of others. Statistical representation of minority groups is a positive starting point, and undoubtedly looks good on paper, however, if there is an underlying culture determining that only white male voices are acknowledged, few of the gains commonly attributed to diversity will transpire (McLeod & Herrington, 2017).

2.7 In Summary: What we don't know

Gender inequity in sport organisation boards, particularly in decision-making positions, remains a significant issue. Research focusing on the exclusion of women in sport leadership predominantly uses a binary approach to gender. This approach often views inequality as a women's issue and fails to challenge the prevalence of existing male dominance and structure as the norm on a board. The majority of this research has also focussed on women in leadership positions within sport administration and management, with little research surrounding women in sport governance (Sotiriadou & Haan, 2019).

Previously, diversity has been more fully examined in sport leadership, and the concept of inclusion has been less investigated in research. As organisations and boards have grappled with issues surrounding equal representation of women and diversity and inclusion cultures, investigations have all too frequently focused on the diversity aspect, neglecting the impact of inclusion on board culture and relational dynamics between individuals (Fredette et al., 2015). Despite more recent attention, inclusion remains an under researched and undertheorized concept, with very little known about the way in which cultures of inclusion can be fostered, particularly in sport governance (McLeod & Herrington, 2017). The purpose of this research, therefore, is to examine the perception of current inclusion cultures and norms on sport boards and focus on issues surrounding women in sport governance roles, namely at the District board level.

Chapter 3: Research Design and Framework

3.1 Introduction

Chapter 3 describes the philosophical and theoretical framework for the research methodology. The following section 3.2 outlines the purpose of the study and explains the key aims that the research plans to focus on. Section 3.3 then explores the philosophical standpoint of the researcher, and the paradigm that best fits the current study. Section 3.4 explains the use of qualitative approach to research, and section 3.5 details the employment of a case study methodological approach to the research. Section 3.6 describes the process of the identification and selection of participants, and section 3.7 discusses the use of data collection methods, semi-structured interviews, and secondary document analysis. The process of data analysis through thematic analysis is outlined in sections 3.8 and 3.9.

3.2 Research Aim

The aim of the current study is to investigate the perception of the inclusion of women in governance within cricket in New Zealand. This insight will provide a deeper understanding of how the contributions of women on District Association Boards are perceived by other board members, and whether women feel that the culture of their boards are inclusive and why. This project provides valuable opportunities for insight that, if captured, will allow recommendations to be provided to New Zealand Cricket on how to effectively navigate inclusivity and create a more inclusive culture on boards at the district level.

In order to achieve this purpose, the following questions were posed:

1. What does inclusion mean in the context of sport boards?
2. What are the barriers preventing the inclusion of women on sport boards?
3. How can New Zealand Cricket further encourage an inclusive culture at the District Board level?

3.3 Research Paradigm

Scholars have stated that there is no one best approach to research, rather the approach that is most effective in resolving a given problem or question relies on a large number of variables, not least the nature of the problem or question itself (Edwards & Skinner, 2009). The term 'paradigm' is used to describe a philosophical way of thinking. Within educational research, paradigm defines the 'worldview' that is held by the researcher (Kivunja & Kuyini, 2017). A research paradigm fundamentally reflects the beliefs held by the researcher about the world they live in. It is the conceptual lens through which the researcher examines the methodological aspects of their project to determine the methods that will be used, and how the data will be analysed (Kivunja & Kuyini, 2017). In her acceptance speech of the Earle F. Ziegler award in 2004, Wendy Frisby challenged the sport management research community to embrace research paradigms, saying:

"The paradigm we operate from as researchers, whether it be positivism, pragmatism, interpretivism, critical social science, postmodernism or a combination of these paradigms, shape the questions we ask, the methods we use, and the degree to which our findings will have an impact on society" (Edwards & Skinner, 2009, p. 3).

For the purpose of this research, an interpretivist-constructivist approach was taken. This approach looks to understand human experience and suggests that reality is socially constructed (Cohen & Manion, 1994; Duffy et al., 2020; Mackenzie & Knipe, 2006). The researcher places importance on the participants view and experiences of the topic being studied. Proponents of constructivism–interpretivism emphasise the goal of understanding the 'lived experiences' from the point of view of those who live it day-to-day (Schwandt, 1994; 2000). This approach is well suited to this research as it aims to gather and portray participant accounts in order to understand how the topic is negotiated, and what common themes are present. An interpretivist-constructivist research paradigm was the most applicable framework for this study, considering its focus was to interact with District Board members of New Zealand Cricket in order to understand and explain their experiences with inclusion on their boards. This paradigm allowed for a collaborative research approach, by

arguing that knowledge is constructed socially by people involved in the research process, and that researchers should aim to understand the experiences lived by those who live them (Mertens, 2005).

The researcher's ontological position for this study was based on a relativist ontology, that is, there are multiple realities. There are a number of interpretations of the idea of 'multiple realities', however the interpretivist-constructivist paradigm tilts more towards the interpretation that there exists multiple realities, rather than just multiple conceptualisations of one reality (Lee, 2012). Relativist ontology encompasses the belief that reality is a subjective experience, and there are as many different realities as there are people. The purpose of research from a relativist ontology is to understand the subjective experience of reality (Levers, 2013).

The interpretivist-constructivist paradigm sits within a subjectivist epistemology, therefore the researchers' epistemological positions aligns with a subjectivist epistemology. Subjectivism is the belief that knowledge is always filtered and understood through the lenses of language, gender, social class, race, and ethnicity (Denzin & Lincoln, 2005). A subjective epistemology recognises knowledge as value laden. Value laden is said of any type of research or theory that contains or is weighed down by the values of the researcher or theorist (Vogt, 2005). The aim of subjective research is to gain understanding, personal and political freedom, and enhance sensitivity towards ethical and moral issues (Denzin & Lincoln, 2005).

3.4 Qualitative Research

Given the researcher's philosophical standpoint, a qualitative approach to the current study was deemed the most appropriate. Historically, positivistic, quantitative methodologies have served as the dominant approaches for research exploration in the field of sport management (Amis & Silk, 2005). Recently, however, an increasing number of scholars have acknowledged the need to consider and embrace alternative worldviews and eclectic methodological approaches to examine questions about the social world (Quatman, 2006). Consistent with the interpretivist-constructivist paradigm, a qualitative approach is used to understand people's feelings, experiences, and thoughts, placing an emphasis on words and dialogue, rather than statistics (Bryman & Bell, 2015). The aim of this

research is to gain insight into people's experiences through semi-structured interviews and is therefore well suited to using a qualitative approach. Through adopting qualitative methods of data collection, the researcher was able to interact with participants through discussion, exploring their experiences and building knowledge from theory of inclusion.

3.5 Case Study Research

A case study design has been chosen to best explore and answer the research question. While not exclusive to qualitative research, many of the characteristics of a case study design make it an excellent method for qualitatively oriented research. Baxter and Jack (2015) describe a qualitative case study as an approach to research that facilitates the exploration of a particular phenomenon within its context, using a variety of sources of data. This enables the research question to be explored through not just one lens, but rather a variety of lenses, allowing for multiple facets of the phenomenon to be revealed and understood (Baxter & Jack, 2008). Stake (1995) bases their approach to case studies on a constructivist paradigm. This paradigm is built upon the premise of a social construction of reality. One of the advantages of a case study methodology is the close collaboration between participants and the researcher, enabling participants to tell their stories. It is through these stories that participants can express their views of reality, allowing the researcher to better understand the participants actions, and the social construction of the phenomenon being studied (Baxter & Jack, 2008).

The research question helps to guide the methods of a study (Tetnowski, 2015). If the question posed asks how or why a phenomenon occurs, a case study would be well suited to the investigations. Because the purpose of this study is to provide a deeper understanding of how the contributions of women on boards are perceived, and whether women feel that the culture of their boards are inclusive and why, a case study method has been selected as the one most suitable and effective. Because a case study design works flexibly with an emerging data set and is not methodologically constraining, it is an excellent method for qualitative research (Tetnowski, 2015). This case study will involve the collection of data through both secondary document analysis and semi-structured interviews. By collecting multiple sources of evidence, the credibility of the research

findings can be strengthened. Using varying sources to inform the same research question results in the triangulation of data by measuring the phenomenon through multiple data sources or methods, the researcher can significantly increase the construct and internal validity of their study (Tetnowski, 2015).

3.6 Participant Selection

The size of this dissertation established both the scale of the research, and the number of participants interviewed. In order to keep the study within the criteria of a 75-point dissertation, the researcher and supervisors determined that a maximum of six participants would be interviewed for the case study.

A purposeful sampling strategy was be employed in order to select both the case and the participants for this study. This sampling method was used to ensure that the both the organisation and its members would be able to provide information rich data. Case selection was also decided on through access. The organisation needed to be in the same geographical location as the researcher for ease of access. Based on these sampling methods, New Zealand Cricket was identified as an appropriate and representative case and was therefore chosen for this study. As mentioned, purposeful sampling was also utilised in selection of participants for interviews. Purposeful sampling involves selecting information rich participants for interviews that will allow me to learn about issues of importance to the purpose of this research (Patton, 1990). Interpretive research often employs a purposeful sampling approach where study participants are selected based on their ability to provide information rich accounts of their experiences within the phenomenon being studied. Due to the small sample size, the researcher believed it was important that appropriate participants with significant experience and insight were chosen to participate in the research. In order to narrow down participants for selection, the following inclusion criteria for this this study was considered:

- Individuals will be members of New Zealand Cricket's District Association boards. This is because New Zealand Cricket has embarked on a Women in Cricket Governance (WiCG) project and the examination of inclusion seems pertinent to the districts at this time.

Members of the New Zealand Cricket board and WiCG working group have indicated their interest in this study.

- Diverse individuals (i.e., male and female, different backgrounds)

- Availability and willingness to engage in the interview process

3.7 Data Collection

Initial contact was made with key members of New Zealand Cricket to discuss the possibility of conducting case study research with their organisation. This initial contact was made via a zoom meeting with the researcher and supervisors. Once permission had been granted from New Zealand Cricket, the researcher made preliminary contact with the intention of recruiting interview participants via email. The details of potential interview participants were obtained from public websites, for example, cricket District Association websites. This email contained an introduction to the research, followed by the reasons they had been selected, and a formal invitation to be involved in the study. Attached to the email was an approved 'Participant Information Sheet' (see Appendix 1), and 'Consent Form' (see Appendix 2). Once participants had signed the consent form, interviews were scheduled for times that best suited both the researcher and the participant. The interviews took place over a four-month period (February – May 2022).

A constructivist-interpretive paradigm is compatible with a range of qualitative data collection techniques, including document analysis, observations, and interviews (Morehouse & Maykut, 2000). Interviews were selected as the most fitting data collection method for this research, as they enabled rich data to be collected within a short timeframe. A number of scholars contend that case study methodology frequently utilises multiple data sources (Baxter & Jack, 2008; Denzin & Lincoln, 2011). Based on this, this study used semi-structured interviews as the main supply of data collection and used secondary document analysis, as a way of establishing the case of New Zealand Cricket and exploring their journey with inclusion.

In most forms of qualitative research, at least some, or all, of the data is collected through interviews. A research interview is defined as a process in which a researcher and participant

engage in a conversation based on questions relating to a research topic (Merriam & Tisdell, 2015). There are three main types of interviews based on its structure, with these being a highly structured/standardised interview, semi structured interview, or unstructured/informal interview. Merriam and Tisdell (2015) state that interviewing in qualitative research is mostly open ended and less structured. Less structured formats acknowledge that individuals define the world in unique ways. Because the purpose of this study is to explore different people's perceptions and experiences of inclusion, the researcher decided that semi structured interviews were the most appropriate, as though they have an interview guide to provide some structure, the questions are worded in a way that allows the researcher to respond to the situation as it develops, to the emerging worldview of the participant, and to new ideas that evolve on the topic. Scholars also state that a key benefit of semi-structured interviews is that they facilitate a more informal and flexible conversation which, in turn, makes participants more comfortable and willing to share their insights and experiences in greater depth (Denzin & Lincoln, 2011).

Due to COVID-19 restrictions present in New Zealand at the time, the interviews were all conducted via the internet using Zoom. The interviews were encouraged to be an informal discussion, with the researcher using an interview guide with a total of 10 questions (see Appendix 3) to provide some structure to the conversation. The first three questions focused on the participants own understanding of the concept of inclusion in the context of board leadership. The second three questions asked participants to share experiences about their own board's culture in regard to inclusivity. The third section of questions focused on New Zealand Cricket as an organisation encouraging the concept of inclusion, and the final question asked participants to think about inclusion in the sports sector as a whole. All questions were asked in each of the interviews, in addition to some impromptu exploring questions, and were frames as open ended, to encourage the participants to discuss their experiences and thoughts in depth.

All interviews were conducted by the primary researcher and lasted approximately 30 minutes to 45 minutes in total. The interviews were audio recorded via Zoom, and then transcribed by the primary researcher. Merriam and Tisdell (2015) state that transcribing your own interviews is

an effective way of generating insights and hunches about what is going on in your data. Prior to the commencement of the interviews, participants signed the Consent Form, and for anonymity, the researcher decided that all participants would be kept anonymous.

3.8 Data Analysis

The interview transcripts were analysed using thematic analysis, a commonly used qualitative data analysis method. This method was used as it aligned with the researcher's research paradigm (Braun & Clarke, 2006). Braun and Clarke's (2006) thematic analysis involves six steps that were followed. In the following table, alongside each thematic analysis step the researcher has described how they achieved this with the data, and how credibility and trustworthiness was achieved.

Table 1: Thematic Analysis Steps

Thematic Analysis Steps	How this was accomplished with the data	How credibility and trustworthiness was achieved (Nowell et al., 2017)
Familiarisation with the data	The researcher listened to the audio recordings of the interviews, and key points and statements were transcribed.	Triangulate different data collection modes, document reflections and potential themes, store data in well organised archives and keep good records of notes, journals, transcripts.
Coding	A code word was created for each key point.	Peer debriefing, reflective journaling, use of a coding framework.

Generating initial themes	Codes were then put into subgroups by their relevance to each other, identifying a number of common themes within the data.	Researcher triangulation, diagramming to make sense of theme connections, detailed notes.
Reviewing themes		Researcher triangulation, themes and sub themes checked by supervisors.
		Supervisor debriefing, consensus on themes, documentation of meetings regarding themes.

These steps are a series of conceptual tools that allows the researcher to move back and forth between phases and engage with the data in a rigorous way. The most effective way of data analysis as described by Merriam and Tisdell (2015) involves simultaneous data collection and analysis. Data that has been analysed while being collected is mor organised and refined when it comes time to write up your findings. In the case of this data, interview recordings were listened to multiple times and notes were taken as interviews were being carried out. This allowed the researcher to take note of any key themes that began to arise across multiple participants and alter or add any interview questions that would allow for further insightful data to be collected.

The key themes identified in the data were then used as the findings that are synthesised and explored in Chapter 4. During the process of data analysis, the researcher regularly read back over the interview transcripts and referred to their notes in order to ensure that what was being written was in the correct context and accurately described participants experiences.

3.9 Document Analysis

Data was also collected through analysing secondary data in the form of organisational documents from New Zealand Cricket. These documents included New Zealand Cricket's website, press releases, annual and strategic plans, as well as other relevant and publicly available organisational reports. This secondary data is a supported method of data collection for qualitative research (Corbin & Strauss, 2008), and requires the researcher to review and analyse the data using supplementary documentary analysis (Bowen, 2009). Many documents were free and easily accessible and contain valuable information that would take the researcher a lot of time and effort to gather otherwise. The data found in documents can also be used in the same way data from interviews can be, and can furnish descriptive information, back up emerging hypotheses, and offer historical understanding (Mirriam & Tisdell, 2015). The purpose of collecting and analysing this secondary data was to establish the context of New Zealand Cricket, providing further understanding and knowledge about New Zealand Cricket and its journey with the concept of inclusion so far.

3.10 Ethical Considerations

A key part of undertaking research involving human subjects is ensuring ethical considerations are met. For the purpose of this research, ethical approval was sought and approved by the AUT Ethics Committee (AUTEC) (see Appendix 4), prior to commencing interviews with participants. Despite the information being sought through the interviews, and the methods of collecting it were of low ethical risk, the researcher still recognised the potential for some degree of risk. In order to address and lessen any ethical concerns, a number of ethical procedures were considered and applied throughout the research project.

Prior to interviews being held, participants were proved with a 'Participant Information Sheet". This document outlined the purpose of the research, how the participant had been identified to participate, a description of any risks or discomforts, and their right to withdraw from the research at

any time. The information sheet ensured that any participant agreeing to be involved in the research knew the key objectives of the study, and that their participation was of a voluntary nature.

Privacy of the participants was outlined in the 'Consent Form', which was signed by participants prior to the commencement of interviews. This form confirmed that participants had read and understood information provided about the study in the Information Sheet, and they were agreeing to take part in the research. in order to ensure the anonymity of the participants remained protected, labels (e.g., Participant 1) were used, and their association to NZC was kept equivocal.

Chapter 4: Findings and Discussion

4.1 Introduction

This chapter discusses and synthesises the findings across all four interviews, and the secondary document analysis, using relevant literature to aid in explaining and contrasting the findings. The findings offer an in-depth narrative of perceptions of the inclusion of women on New Zealand Cricket (NZC) District Association (DA) Boards. As the data is analysed, this chapter examines how the findings could add further insight to existing literature and practice surrounding inclusion and board culture. The first section of this chapter describes the context of the boards that were examined through the interviews, followed by a discussion encompassing NZC's inclusion journey thus far.

The findings are categorised into the three research questions that framed this project. The first question is what does inclusion mean in the context of sport boards? This question is answered through the themes of more than just a seat at the table, and the illusion of inclusion. The second research question is what are the barriers preventing the inclusion of women on sport boards? This question is discussed in section 4.5 through the themes relating to the ease of recruiting men, closed recruitment practices, and work life balance. The third research question relating to how NZC can further encourage an inclusive culture at the District Board level is discussed through the major themes relating to a disconnect with hierarchical communication and old habits.

4.2 Context of Boards

In order to provide an understanding of the current role that diversity and inclusion plays in New Zealand's Cricket District Association Boards, the makeup of each board that interviewees represented are set out in Table 2 as follows:

Table 2

Interviewee Description

Board	Participants	Gender Distribution
Board 1	Participant 1 – Male Participant 2 - Female	8 board members, 3 women = 37.5%
Board 2	Participant 3 - Male	5 board members, 2 women = 40%
Board 3	Participant 4 - Female	8 board members, 3 women = 37.5%

4.3 New Zealand Cricket's Journey

NZC, formerly known as the New Zealand Cricket Council, is the governing body for professional cricket in New Zealand. In November 2015, NZC initiated a project that would help them to understand why women do and do not engage in cricket. The aim of the research was to discover what would enable them to improve the levels of engagement in cricket among women in New Zealand (New Zealand Cricket, 2016). The final 'Women and Cricket' report was presented to the NZC Board in 2016. The report ultimately came to the following conclusion:

> "The level of change required to genuinely alter women's engagement with cricket will not be comfortable, either personally or organisationally, for many of the cricket community. However, the benefits of change, from the robustness of cricket organisations, to the success of cricket, and to the growth in cricket's customer and fan base now and into the future, are indisputable" (New Zealand Cricket, 2016, p.6).

The document was a forthright assessment of the organisation's shortcomings in regard to the engagement of women in cricket in New Zealand, and despite being confronting, the reality was a key step in sparking institutional change. This change included the creation of the Women in Cricket Governance (WiCG) initiative, aimed at ensuring women have more say in the governance of cricket.

A goal of the WiCG initiative is to improve cricket's governance capability and have boards that are more diverse and inclusive (Cricket NZ, n.d.). Despite significant progress being made towards more diverse cricket boards, exploration into how both boards and NZC can further foster a more inclusive environment towards women would additionally enhance the WiCG project.

The introduction of a quota that requires organisations to address gender diversity on boards by complying to regulations was introduced in New Zealand in 2018. Sport New Zealand (Sport NZ) stated that all sports that are in a partnership with Sport NZ or High-Performance Sport New Zealand and receive over $50,000 in funding are required to meet a quota of 40% female representation on boards by December 2021 (Sport New Zealand, n.d.). NZC made the decision to implement Sport NZ's gender diversity goal onto their own boards, setting a solid, public goal for all associations to work towards.

4.4 Inclusion in the Context of Sport Boards

4.4.1 More than just a seat at the table

When discussing their own understanding of the concept of inclusion in the context of board leadership, a number of participants acknowledged the distinction between diversity and inclusion, stating that inclusion was more than just being a member on the board. One participant stated that inclusion meant that

"Everyone's taking part in discussions we're having… everyone has a chance to bring a different perspective" (Participant 1).

Participant 2 stated that to them, inclusion is

"Having a seat at the table and ensuring that the board listens to everybody."

Another participant explored the theme of inclusion as more than just being present as part of the board, saying

"I think it's more than just having a seat at the table. It's about being able to have some influence and being respected by your peers."

The concept of having more than 'just a seat at the table', is a key theme that has appeared often in recent inclusivity literature. Chidambaran, Liu and Prabhala (2021) take the stance that the presence of a diverse board member, or having a seat at the table, though visible, is only the initial step towards achieving inclusion on the board. The next step is being in the game (Chidambaran, Liu and Prabhala, 2021). The key question is posed: are diverse directors really in the game? Or do they merely have a token seat at the board table? When discussing the crucial drivers in achieving successful long-term change in the diversity and inclusion space, the key is about more than just having a seat at the table; women must also have a voice (Patel & Moonesinghe, 2020)

For NZC, inclusivity means eliminating barriers of inappropriate attitudes and practices to enable everyone to have the opportunity to participate and perform to their full ability and be treated fairly and with respect (New Zealand Cricket, 2017). NZC's Governance Inclusivity Policy places significant importance on diversity and inclusion throughout the governance of cricket. This comes in the form of specific values and practices that are encouraged to be used as a foundation for inclusivity in the leading and overseeing of cricket. One of these policies is Boards adopting an inclusive culture that endeavours to make a diverse group of people, with all of their similarities and differences, work. In order for this to be successful, the policy states that the Board Chair plays a significant role, and one that champions and demonstrates a commitment to building an inclusive culture is key. This includes adopting an open mind-set that values diversity of thought and encourages the full involvement of other board members, pursuing and embracing different views into discussion and decision-making (New Zealand Cricket, 2017). The importance of the board chair in fostering an inclusive culture highlighted by this Policy is consistent with what is seen in literature. When describing the journey towards a diverse and inclusive board, the engagement of diverse directors in the boards they serve on is key to influencing and shaping how the boards carry out their key practices (Chidambaran, Liu, & Prabhala, 2021)

4.4.2 The Illusion of Inclusion

It is evident from the interviews that all participants were confident in the culture of inclusivity on their own boards. For example, Participant 1 stated that their board

"Functions without conflict. We have a consensus type approach to decision making."

From the same board, participant 2, stated that the women

"Voice their opinions which is great. There is a good inclusive environment in our board".

Participant 3 shared similar sentiments, stating

"We have a female board chairperson, who's an experienced board director. So very careful to make sure that everyone has an opportunity to speak, and that their opinions are valued, and that they are contributing to a decision that ultimately might be made."

When asked if they feel that all board members have the opportunity to contribute their ideas, Participant 4 stated

"Absolutely, I would be concerned if any other members of the board thought differently."

The 'Women and Cricket' report discovered that women had essentially no voice or input in the governance of cricket. A key recommendation of the report was for NZC to draw more women into governance at all levels, which would introduce a female perspective to decision-making. Key performance indicators (KPI's) were therefore set for all Major and District associations and were required to appoint a minimum of two female directors on each board by July 2019 (New Zealand Cricket, 2020). If an association did not achieve the set KPI target, it would lose part of its funding from NZC. If an association completed the target before the agreed date however, they would receive a reward payment (New Zealand Cricket, 2020). In June 2018, Sport New Zealand revealed they would be working with national partners to achieve at least 40% self-identified females and 40% self-identified males on their boards by December 2021 (New Zealand Cricket, 2020). This became an official requirement of Sport New Zealand's investment into NZC. NZC decided to also adopt this target and time frame, for both the NZC Board, and also for Major Association (MA) and District Association boards (New Zealand Cricket, 2020). It is interesting to consider, particularly being aware of the gender quotas introduced by NZC originally in August 2018, whether boards really did have a change in heart and begin to strive towards a more inclusive culture on their own, or whether the

women now appointed are there purely because the quota said they need to be. Discussing the introduction of women on their board, Participant 1 stated,

"We were an all-male board that readily accepted the idea of female representation".

Participant 2, from the same board, described her appointment, stating,

"There were no female members until us three came on board three years ago… the reason they decided to bring in more females was it was a push from NZC."

In comparison to both Sport NZ and NZC's journey with gender equality quotas, some sport organisations in England have to provide evidence that they are addressing gender disparities in order to receive funding from the national body, Sport England. In order to fulfil this requirement managers suggested that, because they had equal sport participation by women and men, their organisations were free of gender related problems (Shaw & Penney, 2003). Such claims may be made successfully and result in generous funding arrangements. However, other aspects of the organisations may have deeply gendered problems. It is key to question the impact of quotas through both a positive and negative lens. Although the intention is to close the gender gap and help women to be promoted within organisations, broader literature supports the idea the quotas may do more harm than good, by signalling incompetence (Neschen & Hügelschäfer, 2021). Men may believe that they have a positive mindset towards increasing the presence of women in sport leadership, however there may be remaining resistance at play, unconsciously fostering the concept of homologous reproduction.

Inclusion and exclusion are part of multi-faceted organisational processes that are created by the members of that organisation. These processes are shaped by power relations between social groups divided by factors like gender, ethnicity, and age, and are often designated in terms of a dominant and subordinate group. Through these groups and processes, individuals learn where they belong, and what behaviour is expected. Despite members of a subordinate or minority group being included in formal organisational participation, they can still be marginalised through patterns of interaction, and the attitude and actions of more dominant groups (Claringbould & Knoppers, 2007). For example, a female board member can be excluded from board interactions when male members

perform a certain form of masculinity, such as discussing cars during meetings or engaging in paternalistic behaviour. When asked whether they had experienced a lack of inclusion during their time on the board, Participant 4 stated

"I think blokes in sport get great comfort out of doing blokes in sport stuff as in the things they talk about etc, but I've certainly never felt excluded on issues relevant to the board."

Members of dominant social groups may create practices of exclusion and dominance through both unintentional and strategic behaviours. Within sport organisations, there is a lengthy history of gendered practices, events, exclusion, and conventional 'gendered' expectations (Breger et al., 2019). Women may not feel excluded when discussing matters relevant to the board but may experience exclusive behaviour from men socially. When asked about their Major Association Board and interactions with them, Participant 4 spoke of gendered practices, stating

"They're an old school type of board and at events they host, there's lots of boozing. It's alright for them cause they're all paid. The rest of us are giving up our time, we don't get paid to go away to forums. And then people are hungover and giving it a miss because they're on the piss cause it's a get together for the boys."

It is evident from the interview data that the participants were able to explain the concept of inclusion relatively well and discussed ideas that explored the shift from diversity to inclusion. NZC also places an importance on the adoption of inclusion at the board level, stating that adopting an open mind-set that values diversity and encourages the full involvement of other board members is key to developing an inclusive culture (New Zealand Cricket, 2017). Despite boards being confident in their own inclusive culture, it is important to consider whether boards are as inclusive as they say they are, or whether they just have an illusion of inclusion. Despite quotas having drastically increased female numbers on boards, it is difficult to tell whether these quotas have forced boards to include more women, or if they have suddenly fostered a positive change in attitude towards women in cricket governance. It is possible to have a diverse board makeup, and still harbour exclusion through gendered practices and dominance (Breger et al., 2019).

4.5 Barriers preventing the inclusion of women on sport boards

4.5.1 It's just easier to recruit men

An interesting concept that arose when discussing barriers preventing the inclusion of women on sport boards was that often, it is perceived to just be 'easier' to recruit men. Participant 2 spoke of her experience of this notion, stating

"We had one female resign and the other board members wanted to appoint another male to replace her, because that would be easier."

According to literature, there are multiple answers explaining the tendency for men to be recruited for board positions over women (Adriaanse, 2012; Burke, 1994). Although the number of qualified women available for board selection is increasing, they are not getting appointed the directorship roles they deserve because often, their networks and connections are not as strong as their male counterparts (Burke, 1994). The selection of board members has been identified as a significant barrier due to a tendency of existing members to rely greatly on the 'old boys' network' (Burke & Mattis, 2000). In the context of boards, the 'old boys' network' can be described as the typically dominant group in most business settings, in which men share the same social and educational background, have high hierarchical positions, and are able to maintain their dominance by intentionally leaving women out of informal interactions (Allemand et al., 2021). During their interview, Participant 4 spoke about examples of a lack of inclusion within her board, stating

"I think blokes in sport get great comfort out of doing blokes in sport stuff as in the things they talk about etcetera. But I've certainly never felt excluded on issues relevant to the board."

It is interesting to note that though she felt included when it came to board proceedings, she felt a potential disconnect during informal networking interactions.

4.5.2 Closed recruitment practices acting as a barrier for women

When seeking candidates for board appointments, the 'old boys' network' largely looks first and foremost within their personal and professional circles, which predominantly contains more men

than women. New board members and directors are often part of this network, which is derived from ties established in school, work, other boards, and clubs (Allemand et al., 2021). Bhardwaj (2022) supports this theory, stating that a male dominated population on boards arguably results from a bias in board recruitment rooted in social rationale such as hiring directors from informal networks. Therefore, directors, who statistically are mostly men, favour the selection of directors familiar to them, such as those from their inner circles. Research has shown that women are not members of these networks, therefore their access to board positions is prevented (Allemand et al., 2021). The question should then be posed; why are women largely excluded from male networks? Studies have found that involvement in networking was more beneficial for the career progression of men than of women. Women build fewer effective networks than men do, commonly with less influential and powerful people. This can result in women being at a structural disadvantage (Greguletz, Diehl, & Kreutzer, 2018). Homophily has been highlighted as key reason that women find it difficult to access effective networking. Homophily suggests that people like to interact with those they perceive as similar to themselves. Results from a Greguletz et al. (2018) study showed that women felt unwelcome in and unsuited to male dominated networks, causing them to view such networks as male exclusive. A key factor found to reciprocate the homogenous nature of power networks is rooted in the historical connectedness of people belonging to the inner circle, with one study participant stating that it was people who have been there for 25 years, and that it was a closed boys club. The concept of women struggling to be accepted into male dominated networks is echoed by Participant 1, a male board director, who stated

"It comes back to me a little bit the challenge of acceptance of the established group to the acceptance of any incoming groups. Women in sport is an incoming group."

Some District Association board directors harbour this view, whilst also stating that they

"Have not sensed any" (Participant 1)

examples of exclusion on their board. In a study examining the influence of director's networks in the appoint of female board members, Allemand et al. (2020) provides evidence that not being a part of

director's social networks is a barrier preventing women from accessing board positions. the study confirms with archival data that the old boy's network is the major reason for the low representation of women on boards.

Another barrier affecting women being appointed onto boards is the expectation that they make themselves visible to board directors, and approach members themselves if they are interested in board positions. A study investigating whether corporate board recruitment processes discriminate against women quoted one male board member stating, *"Pardon me if I am sounding sexist but women [...] have to show they exist."* (Bhardwaj, 2022, p. 824.). He emphasised that boards will not make active efforts to seek out female candidates if they do not make career-enhancing contacts (Bhardwaj, 2022). In a study aiming to examine how gender works on boards of National Sport Organisations (NSOs) in Australia, Adriaanse (2012) discovered that most members of the boards studied believed that gender inequality on sport boards lay well beyond the control of their organisations. Women were simply not putting themselves forward for board membership or did not have the appropriate qualifications and experience to be appointed. As part of the NZC Women and Cricket Report, research was conducted to understand what would attract females with an affinity for sport, to applying for sport governance positions such as board roles. Interestingly, one female stated *"I think I would like to be involved but I don't have the contacts and not motivated to find them. If they found me, then that may be different"* (New Zealand Cricket, 2016). Facing socially constructed barriers such as segregation at work and having a smaller group of similar others to network with, women form smaller groups and develop fewer ties than men (Allemand et al., 2021). A cycle then occurs, as women's low involvement in social networks generates structural exclusion and lack of visibility, preventing the appointment of additional women, and contributing to the overall under-representation of women on boards.

Regulation of board selection can influence recruitment by substituting gender diversity practices into existing tradition. The regulation of board gender diversity varies from country to country, and can be grouped into the categories of laissez-faire, soft laws and hard laws (Allemand et al., 2022). Countries are more likely to adopt either a voluntary or compulsory approach depending on

their governance model (Allemand et al., 2022). The introduction of a quota that requires organisations to address gender diversity on boards by complying to regulations was introduced by Sport New Zealand in 2018. This target puts New Zealand, and therefore NZ Cricket, who has adopted Sport NZ's gender diversity target, in the hard laws category (Allemand et al., 2022). The hard laws approach is characterised by a binding structure with penalties for non-compliance. As stated by NZC (2020), any Cricket Association that did not achieve the gender diversity targets by the agreed date would lose a portion of its NZC funding. Board gender diversity regulation controls the power of networks in women's board appointments, implementing criteria that replace recruitment solely through networks (Allemand et al., 2022). In response to institutional pressures such as regulation through quotas, organisations must adjust their board selection processes and recruit women outside of the traditional directors' networks. Through tighter, more formal regulation of board appointments that supports gender diversity, the deinstitutionalisation of the old boy's network is endorsed.

One of the leading consequences of maintaining a recruitment process that fosters the old boy's network is that women will not want to be part of male dominated environment in which they feel tokenistic. When a board contains only one, or a small minority of female members, they are considered to be tokens (Torchia, Calabro & Huse, 2011). Participant 2 raised the difficulty of recruiting women onto boards with little existing gender diversity, stating:

"It's easier to get males on board, and harder to find females that want to be part of a male dominated board."

The consequences of being viewed as a token may also contribute to driving away a large portion of the best female talent from being appointed onto boards and ascending the corporate ladder to chair position. Women in top leadership positions are almost always in token positions (Oakley, 2000). Tokens are subject to more job pressure, expectation, and scrutiny than dominant groups such as men because they are more visible to the rest of the group. That visibility increases performance pressures (Oakley, 2000). Participant 4 explored the idea of women being put off board positions due to tokenism, stating:

"I think sports themselves need to understand the value of inclusion. And until they do, women won't be bothered wasting their time. Why would you join the board of any sporting agency, and you were the only women and everyone else around the table resents you because you're only there in their view...as a token?"

As shown through participant experience and previous literature, gendered, closed recruitment processes that limit access of board positions to women and cast existing female board members as tokens is a prominent barrier to the inclusion and retention of women on sport boards.

4.5.3 Work life balance

Work and life issues have been identified as a major barrier to increasing the presence of women in the board room. Even though in more recent years there has been some change in sharing both domestic and child rearing duties, women are still found to carry the majority of the responsibility in this area (Adriaanse, 2012). This can result in leaves of absence and part-time work which can negatively impact career advancement to a board role.

"I think in terms of women being involved its quite difficult because women wear multiple hats. So just understanding the commitment women need in order to be involved in governance" (Participant 2).

Studies show that whether women fit into gendered leadership expectations of an organisation influences the reproduction of male hegemony in the boardroom sport (Mikkonen, Stenvall, & Lehtonen, 2021). In order to fit the gendered practices of the organisation, women may be expected to have no young children, be well educated, have flexible schedules, previous high-level jobs, behave according to gendered norms, and have detailed knowledge of the sport (Mikkonen, Stenvall, & Lehtonen, 2021). The danger of having a too tight definition of what a good fit for a board looks like is the illusion of inclusion, where a board claims that they value diversity, but insist on assimilation behaviours. The illusion is made apparent by having a diverse team while fostering a culture where everyone must conform to the dominant culture norms (Turnbull, 2016). A study by Claringbould and Knoppers (2007) aimed to explore how men and women negotiate women's 'fit' as candidates for

national sport organisation boards. It found that although recruitment criteria was presented as gender neutral, men dominated the roles and continued to be selected for them. The limited number of women who are part of male networks tent to become candidates only when they fit the right profile. The women in the study had been recruited because they were well educated, had no young children, had high level jobs, had flexible schedules, and behaved 'properly'. They were not openly feminist and had knowledge and experience of their sport. In this manner, homologous reproduction can occur even when members of a minority group are involved (Claringbould & Knoppers, 2007). When asked about the inclusion challenges and opportunities for NZC going forward, Participant 3 described the criteria for appointing women onto boards.

"While its very beneficial to have women involved in board level, there's a lot of operational stuff... so sometimes having that cricket knowledge is beneficial for all of our board members…and NZC, when putting requirements in place to have female board members, there needs to be a balance of the skills they bring to the table I think, we can go too far with the commercial and marketing expertise. To me at this level, it's pretty important to know the game."

When speaking about the three women currently on their board, Participant 3 further stated,

"two out of three of them have cricket connections, so that's a benefit. So, they're not totally outside or just focused on business or governance. They understand the game a bit and contribute to discussions along that way."

In a series of resources created by NZC named Women and Governance Tools, one document outlines designing an appointment process that enables diversity in board appointments. When discussing skills and experience of candidates, the document states "Do not emphasize cricket experience or knowledge, unless that's a critical skill for the current role (an unlikely gap to start with)" (New Zealand Cricket, 2017 p1).

Work-family tensions are directly connected to moral concerns surrounding engaging in professional roles on boards. Women with children describe their efforts to balance their work and family responsibilities and describe moral concerns about not fulfilling their roles as employees and

mother at levels expected of them. They fear letting their colleagues down owing to family responsibilities or neglecting their families due to professional obligations (Greguletz, Diehl, & Kreutzer, 2018). One female executive with two children from a study stated that she had to bear a guilty conscience alongside her career. This burden was not felt by her husband, who had also pursued a notable career. Another executive board member reported having to apply a no meetings after six rule due to her children, however at lower levels, women with children may feel disadvantaged for not being able to work longer hours or engage in networking opportunities.

"A lot of men seem to not have as many hats that they're juggling compared to females. That's why I couldn't be the successor to the chair, because I've got a full-time job, and I'm a mother of 3 kids. That's part of what makes it difficult and is a challenge in terms of getting more female representation" (Participant 2).

4.6 How New Zealand Cricket can further encourage an inclusive culture at the District Board level

4.6.1 New Zealand Cricket has put clear inclusion policies in place

A key theme that arose when discussing how NZC has fostered an inclusive organisational culture was that they have put clear policies in place. Since the Women in Cricket Report was released in 2016, NZC have made important institutional changes, and the need to address the gender inequity in cricket governance was identified as a high priority (New Zealand Cricket, 2021). Following the report's recommendations, KPI's quotas, goals and initiatives were set and circulated by NZC, and as detailed in a report by NZC in 2020 capturing the progress to date, it was clear to see that huge development had taken place, with female representation across all areas of cricket increasing (New Zealand Cricket, 2020). When discussing strategies that NZC put into place to promote an inclusive board culture, Participant 1 stated

"I think the guidelines that have come over time have given sufficient direction to us."

Participant 2 revealed similar feelings when talking about NZC's steps towards encouraging inclusive behaviours.

"They've (NZC) put the KPI's in place for the Mas and Das to start getting more women on board."

(Participant 2).

Participants also spoke of NZC setting a positive example to follow.

"I think NZC have been really good at making clear the policies and expectations and demonstrating

their commitment with the makeup of their own board." (Participant 4).

4.6.2 Hierarchical communication disconnect

Whilst discussing how NZC could further foster an inclusive District Board culture, one of the key themes that arose amongst the participants was a disconnect in communication between NZC, MA's and DA's. Participant 3 stated

"There can be a disconnect from NZC to the MA's to the DA's. Sometimes the information's low."

Open communication and access to knowledge and information are regarded as essential within an organisation. Therefore, information should be made accessible and readily passed on to members of an organisation, irrespective of hierarchical position (Walgenbach, 2008). While more modern, popular business press tend to advocate for unrestricted communication, most organisations in practice maintain hierarchical communication patterns, meaning communication is typically confined to interaction between superior and subordinate. This style of communication reflects the hierarchical structure of command and control, and one could expect communication to follow the structure of this hierarchy. Sometimes however, members of an organisation that are further down the hierarchy can feel as though information is not reaching to them. This was suggested by Participant 2, who stated

"Maybe there needs to be better communication down to the DA board level. Everything we get is

through the MA."

Skip level communication can be used to improve communication accuracy. Interestingly, many organisations have norms and rules that specifically discourage any skip-level communication (Friebel & Raith, 2001). Participant 4 alluded to the concept of skip communication when asked how NZC could further encourage the concept of inclusion, stating:

"I think if there were much greater coherence between NZC, the MA's and DA's. Or cut out the middleman and make the primary relationship between NZC and the DA's so you get good comms and good support."

Friebel and Raith (2001, p. 6.) also raise this concept when discussing how communication can be improved, sating "one common method is to short-circuit the normal chain of communication by skipping intermediate levels and communicating directly to someone several ranks removed." One of the challenges concerning information being passed down through an organisation, or top-down communication, is the noise and distortion introduced by people transmitting the messages. Relatively few messages reach the entirety of an organisation simultaneously, with it inevitably filtering down the ranks. Secondary communicators don't necessarily intentionally change top-down messages they are transmitting, but the messages can change subtly with each retelling. The changes are often hard to detect. If facts get retold incorrectly, the change is obvious, but top-down messages expressing organisational vision or points of view can be stretched out of shape without drawing much concern (Benrey, 1985). Alluding to this, Participant 2 stated,

"In terms of the hierarchy, I'm not sure we get all of the communication and information that should trickle down through the MA and that's possibly because we're not getting direct contact with NZC."

Face-to-face, direct contact has been noted as a key method of gaining trust within sport governance (O'Boyle & Shilbury, 2016). Literature reinforces this by contending that face-to-face dialogue is at the heart of building trust, mutual respect, and shared understanding (O'Boyle & Shilbury, 2016). When speaking about inclusion challenges facing NZ Cricket and their board, Participant 2 stated

"I've never actually met anyone from NZC. No one has actually come and spoken to the board all of our communication is with the MA."

Addressing how NZC could further encourage the concept of inclusion at the District Board level, Participant 2 suggested that:

"It would be quite nice to actually meet somebody from NZC, to come and talk to us about what they want, so you can engage with them directly."

To ensure effective collaboration and build trust within an organisation, frequent face-to-face dialogue and seeking outcomes that act as a platform for larger projects is key (O'Boyle & Shilbury, 2016).

In order for a national board to have enough influence to effect strategic change, it needs to acknowledge the power held by regional entities and establish a governing environment that prioritises regional collaboration (Crawford, 2018). One of the consequences of a lack of communication and collaboration between a governing body such as NZC and its District Associations is the breakdown of trust and understanding. Strength of communication and relationship is a key driver behind, knowledge transfer, strategic planning, and mentorship, all contributing to strengthened organisational capacity (Keane et al., 2019). Participant 4 described her board's current approach to its relationship with NZC, stating:

"We're fine at the moment on the inclusion front because we've got a good team but if any part of that changed, NZC isn't the place I'd be looking for help, because I don't feel like they're in touch at all."

In a study by Crawford (2018) investigating the governance of club rugby in New Zealand, it was discovered that there is a need for the national board to have greater regional knowledge and understanding. According to Participant 3, District Associations are:

"The people delivering the stuff on the ground, and I just sometimes wonder if at a NZC level, if they really understand some of the real difficulties of people working in the field that we do. They might say they do, but until you experience it around NZ, you can't really say that you do understand it."

Participant 4 agreed with this statement, saying NZC had a:

"Lack of knowledge of the challenges faced at a community level."

She also stated,

"Even your MA is out of touch with what a challenge it is to deliver what we deliver."

The WiCG Impact Review (New Zealand Cricket, 2021) stated that governance networking can break down hierarchical governance barriers. The gradual growth in the networking between NZC, MA's and DA's can have a positive impact on governance relationships by breaking down

communication barriers and increasing the awareness of the value of governance story sharing.

Literature backs up this claim, stating that open sharing of information is considered a positive sign

that trust levels within networks are high, and should be intentionally sought whenever possible

(O'Boyle & Shilbury, 2016). The WiCG Impact review felt story-sharing was a critical area of cricket

governance that needed to be expanded, and that NZC and MA's needed to commit to providing

stronger governance support to DA's. A change encouraging deeper understanding of experiences at

the district level could create greater opportunity for alignment, and collaboration in the development

and implementation of strategy (Crawford, 2018). Agreement and co-creation of strategy leads to a

higher degree of goal alignment and inclusion between two entities (Keane et al., 2019).

4.6.3 Old Habits Die Hard

Despite encouragement and positive step taken by NZC in the fostering of a more inclusive

environment, some of the participants remarked that cricket, which has historically been "A bunch of

white, middle-aged males" (New Zealand Cricket, 2016, pg. 18), has some lingering negative

attitudes. Participant 4 revealed that:

"The attitudes that have prevailed for the administration of sport haven't really changed with the

times."

Members of the WiCG Steering Group believe that pockets of resistance to change within DA's stem

from the homogenous groups of people that have traditionally run cricket committees for years and

are entrenched in their behaviours (New Zealand Cricket, 2021). The lack or slowness of

implementation of strategies to increase diversity in the boardroom is prevalent across organisations

in various strengths and forms, with sport being a sector that lags noticeably behind in the level of

gender diversity on boards (Knoppers, Spaaij & Claringbould, 2021). This lack of change has been

attributed to many factors, including the preference of existing males for board members who are like

themselves, or male homosociality, related to homologous reproduction as discussed earlier in this

dissertation. Existing literature shows that board directors draw on discursive resources to legitimate

the status quo and resist the introduction of strategies that could increase the number of women on

governance boards in sport (Knoppers, Spaaij & Claringbould, 2021). Despite the resistance of board members to implement measures to increase gender balance, their talk, or their silence regarding diversity can still be passed off as embracing it. Though it may be written as an organisational value, little is being done to change the status quo. These discursive practices become authoritative because they are repeatedly used (Knoppers, Spaaij & Claringbould, 2021). This resistance can also be linked to challenges to board habitus. Resistance happens and is reinforced among people when pressure from outside requires a deinstitutionalisation of practices that were previously seen as a regime of truth. The deinstitutionalisation of male dominance on cricket boards through the introduction of policies such as gender quotas by NZC may be seen to challenge members of the dominant group, specifically men whose masculinity is closely tied with sport (Knoppers, Spaaij & Claringbould, 2021). According to recommendations set by New Zealand Cricket (2021), it is the responsibility of the MA's to approach DA's and assist them in starting the journey towards positive change. NZC and MA's need to commit to providing strong governance support to DA's (New Zealand Cricket, 2021).

Despite comments made by the WiCG Steering group stating that MA Boards have become much more conscious of what good governance is and what their own boards needed to do in order to improve their governance capability (New Zealand Cricket, 2021), concerns relating to MA attitudes towards inclusion were raised by participants during their interviews. Participant 4 raised the concept of resistance to change at an MA level, recalling some negative experiences regarding events held by their MA, stating:

"They're an old school type of board and events they host... there's lots of boozing. It's alright for them because they're all paid. The rest of us are giving up our time, we don't get paid to go away to forums and then people are hungover and giving it a miss because they're on the piss, because it's a get together for the boys." She went on to state "I don't think our MA has any particular interest in inclusion or community cricket… luckily the (DA) board doesn't have much to do with them"

Chapter 5: Conclusion

5.1 Research Aim and Design

The current study is motivated by women's continued underrepresentation across all areas of sport leadership and aims to investigate how the perceptions of the inclusion of women at a District board level contribute to the inclusion of women in opportunities in sport governance. The aim of this research was explored through the following three research questions:

4.   What does inclusion mean in the context of sport boards?

5.   What are the barriers preventing the inclusion of women on sport boards?

6.   How can New Zealand Cricket further encourage an inclusive culture at the District Board level?

In order to address the research aim and questions, the case of NZC was selected, and an exploration revealed that despite many positive steps being taken to increase the involvement of women in cricket across New Zealand, more work is needed before the concept of inclusion moves beyond a box-ticking exercise, and is engraved into organisational culture. Using a case study approach, data were collected through secondary document analysis and semi-structured interviews with members of District boards who shared their experiences and knowledge of inclusion within NZC. This in-depth insight offered a deeper understanding of various factors that contribute to the inclusion of women on District boards, and what further strategies could be implemented to provide more women with the opportunity to contribute to the governance of cricket in New Zealand.

5.2 Summary Findings

It is evident to see through both the participant interviews and secondary document analysis that over the past six years since the publishing of the Women in Cricket Report, NZC have taken great strides in levelling the playing field and encouraging the engagement of women in cricket at all levels. Following the report recommendations, NZC embarked on a journey to position cricket as a progressive, forward-thinking, and inclusive entertainment movement. The WiCG Steering Group

was created in 2017 as a direct recommendation of the report and provides WiCG relevant guidance to NZC. NZC's alignment of tangible diversity and inclusion with New Zealand Government strategies enabled a partnership opportunity surrounding women in sport governance with Sport NZ. This partnership was formed to capture findings from the WiCG project for other sports organisations to learn from (New Zealand Cricket 2020).

Phase one of the project spanned from February 2017 to December 2018 and focused primarily on increasing the number of female directors on NZC, MA and DA boards, in addition to encouraging networking among the growing number of women entering into the cricket governance space.

Phase two commenced in February 2019 until December 2020. This second phase focused on improving the quality of governance within cricket associations as a mechanism for improving the engagement and inclusion of all directors. This is so that associations can effectively steer cricket to be a game for all New Zealanders. While the focus on MA governance was to continue, the focus shifted also onto DA governance, requiring all DA's to create governance plans.

A qualitative check in document was created in 2016 to review the impact of the WiCG project to date. It stated that when the Women and Cricket report was released in November 2016, there were only 11 females out of a total of 220 NZC, MA and DA board positions. By November 2018, this number had risen to 69. NZC's own board, which in 2016 had one female director out of 8, now had 4, and all MA boards had reached their 40 percent minimum threshold (New Zealand Cricket, 2021). The review stated that there had been a significant shift in mindset within both the NZC Board and the organisation as a whole towards truly valuing the women's game, and evolving discussion at board level to be more inclusive (New Zealand Cricket, 2021).

Despite positive institutional change occurring in NZC that has resulted in increased female participant and engagement in cricket governance, evidence shows that at a DA level, there is still a way to go in truly understanding what inclusion looks like in a board setting. Although participants could provide some adequate definitions of inclusion in the context of board leadership, it was clear

that, as the impact review states, for some DA Boards, diversity and inclusion still remains more of a box ticking exercise than a wholehearted commitment to governance change (New Zealand Cricket, 2021). From a statistical point of view, MA's talk the talk in terms of female representation, however pockets of homogenous groups that are entrenched in traditional views still remain, and their resistance to change filters down to a DA level. As revealed by a number of statements made by interview participants, strained relationships with MA's have a lack of trust, and a potential barrier to communication with NZC, which is a crucial aspect organisation-wide change being adopted at the DA level.

Research question one was answered through the following themes that arose from the interviews: inclusion is more than just a seat at the table, and whether boards are adopting inclusion into their culture, or portraying the illusion of inclusion. Research question two explored the barriers to inclusion, uncovering themes in the data including closed recruitment practice, work life balance, and that it's just easier to recruit men. To answer the final research question, data from the interviews uncovered that though NZC has put clear inclusion policies in place, there is still a theme of hierarchical disconnect, and old habits regarding entrenched behaviours remaining.

Based on the evidence derived from this study and current literature relating to inclusive practices, the following recommendations are provided for NZC moving forward:

1. Support DA diversity and inclusion journeys by fostering direct communication between DA's and NZC. Instead of the responsibility falling solely on MA shoulders, NZC should be going into DA's and providing direction and encouragement.
2. Continue to have strategies in place to ensure diverse candidates are being elected to DA boards. These include:
   - Ensuring DA's have designed and implemented an appointment process that enables and fosters board diversity.
   - Ensuring DA's have a selection committee with at least one independent person outside of cricket, to give a fresh and unbiased perspective.

- Ensuring the selection committee has a broad mandate to ensure that board members are selected from a wider spectrum of people.

3. Appeal to DA's that currently endorse an inclusive culture to encourage other DA's that are struggling on their own journey. Have role models that can provide evidence of the positive impact an inclusive board culture can have.

4. Increase the number and visibility of women featured in coaching roles and provide a clear pathway for other women endeavouring to start this journey.

5. Provide unconscious bias and inclusion awareness and leadership training at a DA board level

5.3 Implications

Whilst the concept of diversity in sport leadership has been thoroughly discussed in recent literature, we know little about the shift from diversity to inclusion ((Fredette et al., 2015; McLeod & Herrington, 2017). NZC's journey of institutional change sparked by the Women and Cricket Report has resulted in research undertaken and steps taken at the higher levels of the organisation, however, has uncovered less about how to enact this change at a District board level. Therefore, this study has established the perceptions of the inclusion of women at the District board level, and how these perceptions have led or restricted boards on their journeys towards a more inclusive culture. Specifically, the findings from this study suggest that although boards have a sound understanding of the definition of inclusion, knowledge and resources needed to take the concept of inclusion further than a box-ticking exercise and implement it as part of board culture is lacking. Results also show that despite the positive work of NZC provide direction and set expectations of boards, a lack of communication filtering down through the organisation has caused a loss of trust and relationship between DA boards and NZC directly.

These outcomes have implications for our understanding of inclusion in sport governance literature. Specifically, the results of this research suggest that the current approach to encouraging inclusive practices at the District board must move beyond setting statistical representative goals and expectations, to fostering the transition from diversity to a culture that retains and nurtures female inclusion on District boards. The conclusions of this research are also enlightening for other sports

pursuing organisational change that results in improved opportunities and outcomes for women in sport governance and leadership.

5.4 Limitations

The size of the research undertaken was largely shaped by time constraints, and the typical size of a 75-point dissertation. A research component of less than 90 points following a traditional research structure is normally between 10,000 and 30,000 words (Auckland University of Technology, 2022). Therefore, to keep the project within the limitations of a 75-point dissertation completed within the allocated timeframe of a year, a maximum of four participants were interviewed. A smaller sample size of participants meant that there was little cross representation of stakeholders associated with NZC when investigating the perception of the inclusion of women. All of the participants were from a District Board level, however it would have benefitted the study to include participants from levels further on in the organisation's hierarchy, such as clubs and staff members within District Associations. Interviewing both a male and female from each District board would have increased the validity of the study. It would also have revealed comparable and contrasting themes surrounding the perceptions of inclusion being discussed by each gender. Although this was the original plan for the research, due to the timeframe, the researcher and supervisors decided against pursuing this pathway, as they believed it would have been unrealistic to achieve this. Qualitative research samples are traditionally small in order to support the depth of case-oriented analysis that is essential to this type of investigation. A small sample size also results from purposive sampling. A number of academics have raised concerns about smaller sample sizes, stating that this condition creates concerns over the generalisability of the data (Trotter, 2012; Vasileiou et al., 2018). However, exploring the findings through interviews with individuals with information-rich knowledge and experience pertinent to the research being undertaken allowed for an in-depth understanding of the perceptions of inclusion of women at the District board level, whereby generalisability was not the goal.

In addition to the above constraints, the chosen research methodology is not without its limitations. Due to the short timeframe in which to complete the project, the researcher and

supervisors decided the most appropriate form of inquiry was a single case study method. A number of academics have raised their concerns about single case studies however, stating that they do not allow for generalisable findings, and are at risk of several information-processing biases (Meyer, 2002; Creswell & Poth, 2022). Again, while generalisability was not the goal, a bigger study with a broader variety of participants and cases could have increased the depth of insight of the research.

5.5 Areas for future research

As mentioned, the research undertaken was focussed solely at the District Association level, limiting the validity of the findings. The majority of NZC's diversity and inclusion research and practice has been undertaken within the upper levels of the hierarchy, namely at national and district level. As one of the interview participants pointed out, what you encounter as a woman at the board table can be significantly different to the experiences of female staff and players, who face a vastly different degree of power dynamics. Therefore, research aimed at understanding the diversity and inclusion experiences of female cricket players and staff in community sport clubs would benefit the literature.

In addition, diversity and inclusion literature could be extended if future research expanded to other sporting contexts. Because the current research is contextual based, exploring the perceptions of inclusion across other sporting codes would enable comparisons to occur, increasing the generalisability of the findings. The current study highlights the barriers that are currently facing women on boards within a NZC framework, and findings are not inevitably transferable to similar organisations. Therefore, future research could benefit from examining inclusion perceptions that impact women in governance throughout the hierarchical levels of other sport organisations. This would allow researchers to compare the differences and similarities in findings across sporting codes, resulting in the creation of more opportunities for women in sport governance, allowing women to contribute as key stakeholders of sport.

Further understanding the changes in the perception of women's inclusion over time would benefit current literature. Events such as the hosting of a women's world cup or the implementation of women's strategy in organisations present an opportunity to longitudinally follow changes of the awareness and acceptance of women in sport. These opportunities would enable researchers to track

perception changes over time and better understand how to utilise periods of increased interest in women's participation in sport to create long lasting institutional changes, and further chances for women to be involved in sport governance.

This study has investigated the perception of the inclusion of women in governance within cricket in New Zealand and has captured rich insights into how organisations can spark change. In conclusion, the findings from this study have highlighted that although institutional initiatives set by NZC have been successful in increasing the number of women present in the sport governance environment, there is still work to be done. Inclusion at the District board level must move beyond perceptions of a simple box-ticking exercise and become a concept firmly rooted in its culture, so that NZC can continue on its journey of being 'A game for all New Zealanders; a game for life.'

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Appendices
Appendix 1: Participant Information Sheet

Participant Information Sheet

Date Information Sheet Produced

15 July 2021

Project Title

Women in Sport Governance: Perceptions of Inclusion in Cricket in New Zealand.

An Invitation

Kia ora,

My name is Teigan Palmer and I am completing this study as part of my dissertation, a requirement for the Master of Sport, Exercise, and Health in which I am undertaking at Auckland University of Technology.

I am interested in gaining insight into how the contributions of women are perceived and included within cricket governance in New Zealand. This insight will provide a deeper understanding into how the contributions of women are perceived by other board members, and whether women feel that the culture of the boards are inclusive and why.

I would like to invite you to participant in this research as your experience and insight will be of great value. Your participation is voluntary, and you may withdraw at any time prior to the completion of data collection (June 2022).

What is the purpose of this research?

The purpose of this research is to fulfil the dissertation requirements for the Master of Sport, Exercise, and Health. As mentioned, the aim of this research is to investigate the perception of the inclusion of women in governance within cricket in New Zealand.

How was I identified and why am I being invited to participate in this research?

Those considered for this study are individuals who have extensive knowledge of and/or involvement in a New Zealand Cricket District Association Board. You have been invited to participate based on the following criteria:

- Extensive knowledge of and/or position within New Zealand Cricket.
- Involvement in a District Board.
- Availability and willingness to engage in the interview process and share their experiences and insights.

How do I agree to participate in this research?

Your participation in this research is voluntary (it is your choice) and whether or not you choose to participate will neither advantage nor disadvantage you. You are able to withdraw from the study at any time. If you choose to withdraw from the study, then you will be offered the choice between having any data that is identifiable as belonging to you removed or allowing it to continue to be used. However, once the findings have been produced, removal of your data may not be possible.

If you agree to participate in this research, please sign the attached Consent Form and return it to the researcher, bxr1902@autuni.ac.nz

What will happen in this research?

To participate in this research, you will be interviewed for approximately 45 minutes (maximum) about your experiences and insights on the perceptions of inclusion within your District Association Board. You will be interviewed by the researcher and these will be confidential sessions located at your work office, or a similar place of your choosing. Interviews will be recorded by the researcher for transcription.

Data will only be used for the purpose in which it is collected.

What are the discomforts and risks?

A low level of discomfort and risk to participants may occur in this study. Participants may experience a low level of discomfort or embarrassment if they are not accustomed to voicing their experiences and insights. Some participants may also experience discomfort or feel at risk when discussing information in relation to the chosen National Sport Organisation.

How will these discomforts and risks be alleviated?

In order to alleviate these discomforts and risks, your identity will remain confidential, and will not be disclosed in the final written report. In the interview, only appropriate questions will be asked, and you are not required to answer questions if you do not feel comfortable. You will be given the opportunity to check your interview transcript to ensure you are happy with your responses and their inclusion in the project.

What are the benefits?

The aim of this study is significant in today's sport climate and would positively contribute to New Zealand Cricket's current women and governance project. The study will provide recommendations to New Zealand Cricket to help them tackle the concept of navigating inclusion and will look to answer the question of how to create a more inclusive board culture at the district level. For participants, this research provides an opportunity to confidentially share and reflect upon their experiences and insights. The wider community will benefit from the research as it will provide a deeper understanding of inclusion on sports boards and be provided with tools that can be implemented into other organisations and sports. Furthermore, this research will enable the researcher to fulfil the requirements of their qualification.

How will my privacy be protected?

Your identity will be kept classified and will not be disclosed in the written report. Any material paraphrased or quoted from transcripts will be confidential and will only be identified with a pseudonym or label, for example 'Participant A'. However, it is important to consider that it may be possible for others within the New Zealand sport sector to guess your identity based on your description as well as the nature of conversation. For this reason, there will be limited confidentiality of participants identity. No raw data, interview recordings or transcripts will be shared with New Zealand Cricket.

What are the costs of participating in this research?

The cost of participation is time. The interview will take approximately an hour and a half (maximum).

What opportunity do I have to consider this invitation?

You have two weeks to consider whether or not you are willing to participate in the research.

Will I receive feedback on the results of this research?

Yes, an electronic summary of the research findings will be emailed to you upon completion of the study.

What do I do if I have concerns about this research?

Any concerns regarding the nature of this project should be notified in the first instance to the Project Supervisor, Mel Johnston, melody.johnston@autuni.ac.nz.

Concerns regarding the conduct of the research should be notified to the Executive Secretary of AUTEC, *ethics@aut.ac.nz*, 921 9999 ext. 6038.

Whom do I contact for further information about this research?

Please keep this Information Sheet and a copy of the Consent Form for your future reference. You are also able to contact the research team as follows:

Researcher Contact Details:

Teigan Palmer, bxr1902@autuni.ac.nz

Project Supervisor Contact Details:

Mel Johnston, melody.johnston@autuni.ac.nz

Approved by the Auckland University of Technology Ethics Committee on *type the date final ethics approval was granted*, AUTEC Reference number *type the reference number*.

Appendix 2: Consent Form

Consent Form

Project Title:	*Women in Sport Governance: Perceptions of Inclusion in Cricket in New Zealand.*
Project Supervisor:	**Mel Johnston**
Researcher:	**Teigan Palmer**

○ I have read and understood the information provided about this research project in the Information Sheet dated 15 July 2021.

○ I have had an opportunity to ask questions and to have them answered.

○ I understand that notes will be taken during the interviews and that they will also be audio-taped and transcribed.

○ I understand that taking part in this study is voluntary (my choice) and that I may withdraw from the study at any time without being disadvantaged in any way.

○ I understand that if I withdraw from the study then I will be offered the choice between having any data that is identifiable as belonging to me removed or allowing it to continue to be used. However, once the findings have been produced, removal of my data may not be possible.

○ I understand that although appropriate measures will be taken to protect my identity, it may be possible for others within the New Zealand sport sector to guess my identity based on my description as well as the nature of conversation. For this reason, there will be limited confidentiality of participants identity.

○ I agree to take part in this research.

○ I wish to receive a summary of the research findings (please tick one): Yes○ No○

Participant's signature:	....

Participant's name:	....

Participant's contact details (if appropriate):

....

....

....

....

Date:

Approved by the Auckland University of Technology Ethics Committee on type the date on which the final approval was granted AUTEC Reference number type the AUTEC reference number

Note: The Participant should retain a copy of this form.

Appendix 3: Interview Guide

Interview Guide

As you know we are working with New Zealand Cricket to investigate the perception of the inclusion of women in governance within cricket, particularly on district boards.

We are interested in your ideas, as an experienced person in the cricket community, and think that you will provide valuable insight into current board culture. When answering these questions think about things from your own perspective and experiences, but also from others/what you see happening in the cricket and wider sport sector.

The first part of this interview will focus on your own understanding and experiences of inclusion in your board setting. The second part will focus on New Zealand Cricket as a wider organisation, and the sporting sector as a whole.

Please tell me a bit about yourself – How long have you been in your current board role, and can you tell me a bit about what you do as a board member?

Thinking about your own ideas and contribution…

1. What does inclusion mean to you?

2. What does inclusion mean to you in the context of board leadership?

3. What are your thoughts on the involvement of women on cricket boards currently? Do you think it is an issue?

Thinking about your specific board culture…

1. Do you feel that you have the opportunity to contribute your ideas to the board, and cricket community?

2. Within board meetings or interactions, do you feel that there is inclusion of everyone's ideas and contributions?

3. Have you experienced any examples of a lack of inclusion within your board culture?

4. Do you think the culture of the board you are involved in has affected your ability to contribute effectively or feel included? (Dependent on male or female participant)
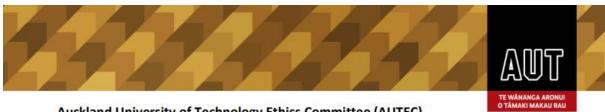
Thinking about New Zealand Cricket as an organisation encouraging inclusion…

1. What strategies has New Zealand Cricket put into place to promote inclusive board culture?

2. How does New Zealand Cricket create an inclusive organisational culture/environment (or not)?

3. What are some of the inclusion challenges and opportunities for the organisation going forward?

4. How could New Zealand Cricket further encourage and support the concept of inclusion at the district board level?

Thinking about the concept of inclusion in the sports sector as a whole…

1. In what way do you think other sports organisations could better understand perceptions of inclusion of women to create a change in opportunities for women in sport governance?

Appendix 4: AUTEC Ethics Approval

Auckland University of Technology Ethics Committee (AUTEC)

Auckland University of Technology
D-88, Private Bag 92006, Auckland 1142, NZ
T: +64 9 921 9999 ext. 8316
E: ethics@aut.ac.nz
www.aut.ac.nz/researchethics

24 August 2021

Melody Johnston
Faculty of Health and Environmental Sciences

Dear Melody

Re Ethics Application: **21/264 Women in Sport Governance: Perceptions of Inclusion in Cricket in New Zealand**

Thank you for providing evidence as requested, which satisfies the points raised by the Auckland University of Technology Ethics Committee (AUTEC).

Your ethics application has been approved for three years until 24 August 2024.

Standard Conditions of Approval

1. The research is to be undertaken in accordance with the Auckland University of Technology Code of Conduct for Research and as approved by AUTEC in this application.
2. A progress report is due annually on the anniversary of the approval date, using the EA2 form.
3. A final report is due at the expiration of the approval period, or, upon completion of project, using the EA3 form.
4. Any amendments to the project must be approved by AUTEC prior to being implemented. Amendments can be requested using the EA2 form.
5. Any serious or unexpected adverse events must be reported to AUTEC Secretariat as a matter of priority.
6. Any unforeseen events that might affect continued ethical acceptability of the project should also be reported to the AUTEC Secretariat as a matter of priority.
7. It is your responsibility to ensure that the spelling and grammar of documents being provided to participants or external organisations is of a high standard and that all the dates on the documents are updated.
8. AUTEC grants ethical approval only. You are responsible for obtaining management approval for access for your research from any institution or organisation at which your research is being conducted and you need to meet all ethical, legal, public health, and locality obligations or requirements for the jurisdictions in which the research is being undertaken.

Please quote the application number and title on all future correspondence related to this project.

For any enquiries please contact ethics@aut.ac.nz. The forms mentioned above are available online through http://www.aut.ac.nz/research/researchethics

(This is a computer-generated letter for which no signature is required)

The AUTEC Secretariat
Auckland University of Technology Ethics Committee

Cc: Bxr1902@autuni.ac.nz