„*We are a very, very homogenous group.*"
Promoting and Managing
Social Diversity in Sports?

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Dones i sport: bones pràctiques en recerca, docènicia i innovació

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Deutsche Sporthochschule Köln
German Sport University Cologne

Which specific conditions and requirements have to be considered for the development of diversity management in sports organizations?

Structure

1. **reasons for diversity management in sport**

2. **conditions for improving social inclusion in sport**

3. **diversity management**

- definition, goals and approaches

- at structural level of organizations

- at the level of groups and members

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1. Reasons for Diversity Management in Sport

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1. Reasons for Diversity Management in sport

Sports clubs have undergone a radical change in the age structure of their members.

1. Reasons for Diversity Management in sport

The number of women and girls participating in sport has in-creased immensely during the last decades.

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1. Reasons for Diversity Management in sport

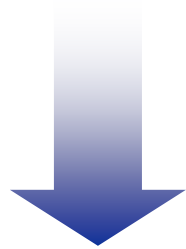The number of people
with disabilities par-
ticipating in sport has
increased.

1. Reasons for Diversity Management in sport

Ethnic diversity has increased due to processes of migration and globalisation.

challenges for organized sport

social diversity

**inclusion &
social cohesion**

2. Conditions for Improving Social Inclusion in Sport

Sports Clubs

... usually slow and reluctant to face new situations.

... lethargy of structures

... functional continuity
of structures

(cp. Meier & Thiel, 2006; Thiel & Meier, 2004)

Sports Clubs

... refuse changes when new member groups appear

... strategies of homogenizing members' interests

... „corporate identity"

(cp. Knoppers & Anthonissen, 2006)

Sports Clubs

... no official exclusion of certain groups of people

... formally open up for everyone

But ...

**... informal processes
of exclusion.**

(cp. Seiberth & Thiel, 2007, p. 7ff;
Elling & Claringbould, 2005, 508ff; Doherty & Chelladurai, 1999)

Organizational learning

Any major change in an organization needs a long-term process of learning that affects the organization as a whole.

Only by neglecting the traditional conventions will opportunities for the newcomers arise.
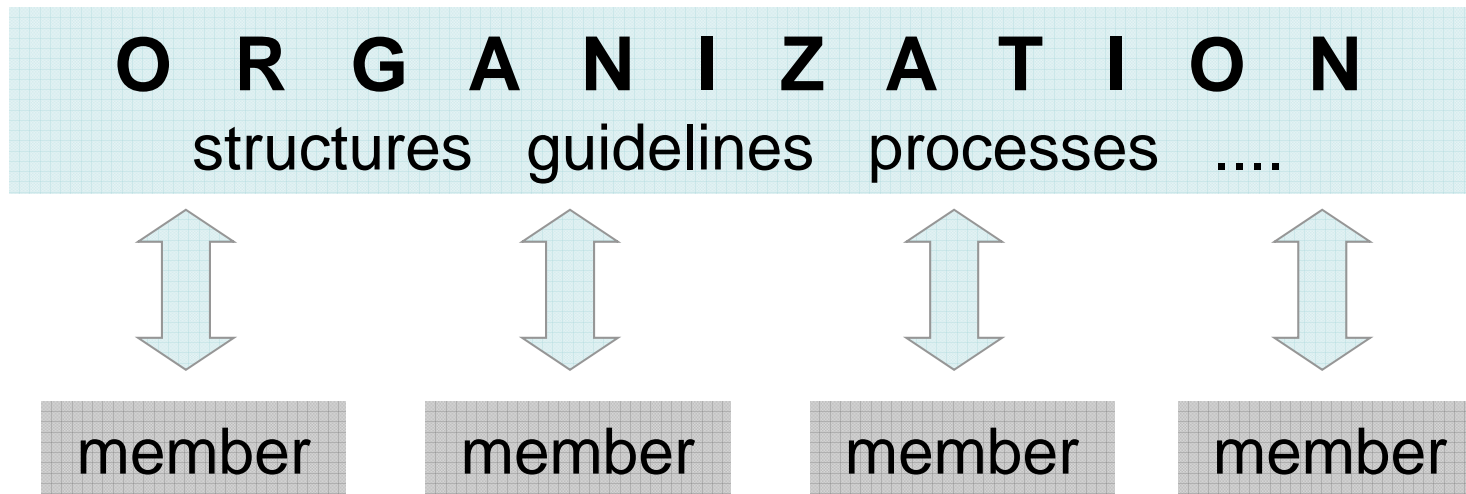
„overcome resistance to change" (Cunningham)

Need for an active examination of the club's culture and identity

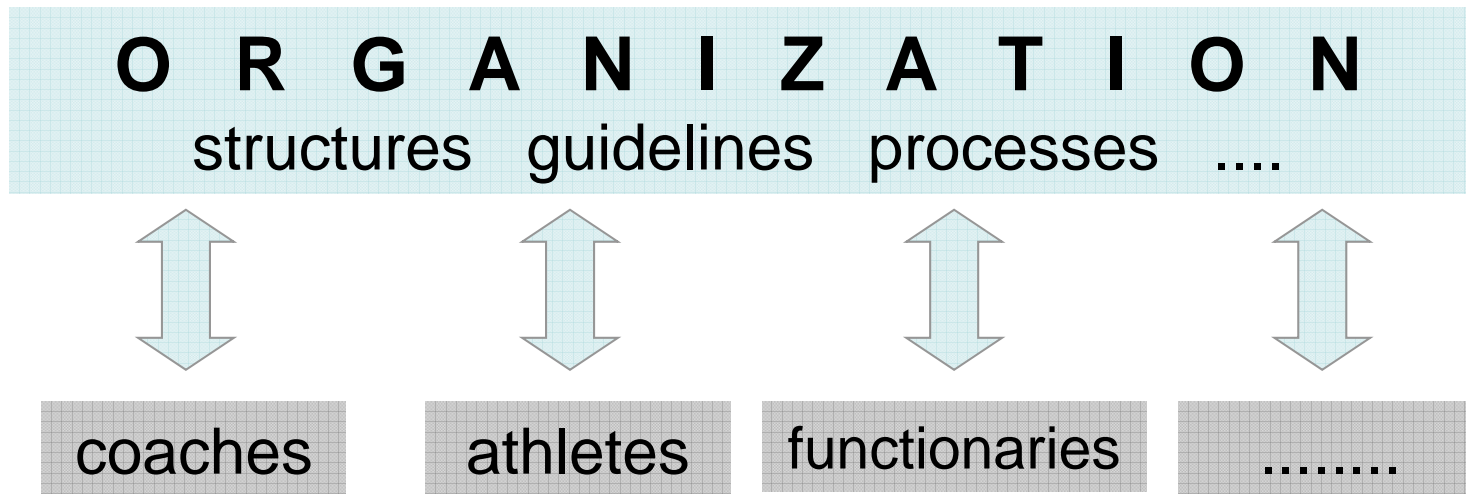(cp. Hansen & Müller, 2003, p. 26ff; Willke, 2005, p. 118; Cunningham, 2007, p. 306ff cp. Meier & Thiel, 2006, pp. 187)

Organizational learning

O R G A N I Z A T I O N

structures   guidelines   processes   ....

| member | member | member | member |

(cp. Willke, 2005, p. 118)

Organizational learning

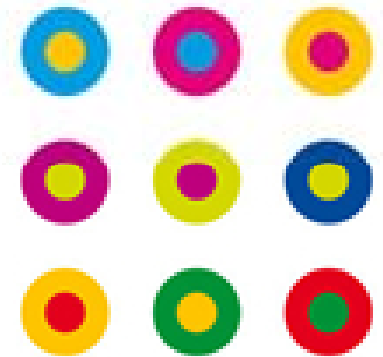| **O R G A N I Z A T I O N**			
structures	guidelines	processes	....
⇕	⇕	⇕	⇕
coaches	athletes	functionaries	....

(cp. Willke, 2005, p. 118)

3. Diversity Management
Definition, Goals and Approaches towards Sport

charta der vielfalt

The charter aims to include people
from differing backgrounds, no matter
what age, gender, ethnic or religious background, sexual
identity, ability, social status etc.

(www.diversity-charter.org).

Diversity =

"differences among people that are likely to affect their acceptance, work performance, satisfaction, or progress in an organization"

(Hays-Thomas, 2004, 12)

Dimensions of Diversity

Gender   **Age**   **(dis)ability**   **ethnicity**

religion   **social status**   **sexual identity**

Dimensions of Diversity in Sport

differences in physical ability	cultural & social differences
age	religion
gender	ethnicity
(dis)ability	social class

Diversity Management =

A strategy to manage people in an organization in such a way „that the potential advantages of diversity are maximized while its potential disadvantages are minimized"

(Cox, 1993, p. 11)

Goals of Diversity Management

Increasing Diversity

➔ opening for social diversity

➔ inclusion of under-
represented groups

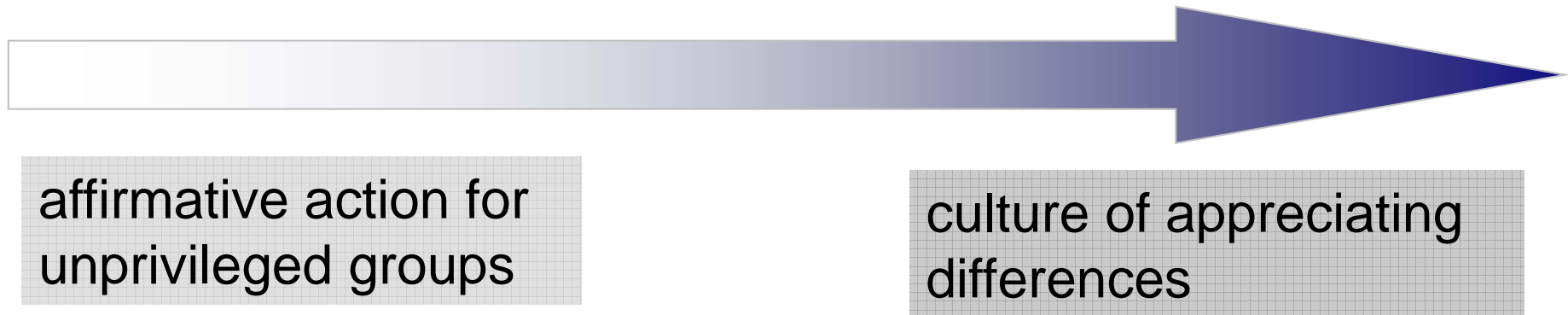## Appreciation of Differences

➔ various talents as benefits

➔ solving social conflicts

➔ social cohesion

Approaches towards Diversity Management

affirmative action for unprivileged groups

culture of appreciating differences

Diversity Management aims at convincing organizations that their core goals can be achieved more effectively than without diversity.

(cp. Stuber, 2009, p. 82)

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*Whether and in what way
can sports organizations,
e.g. sports teams, clubs and associations,
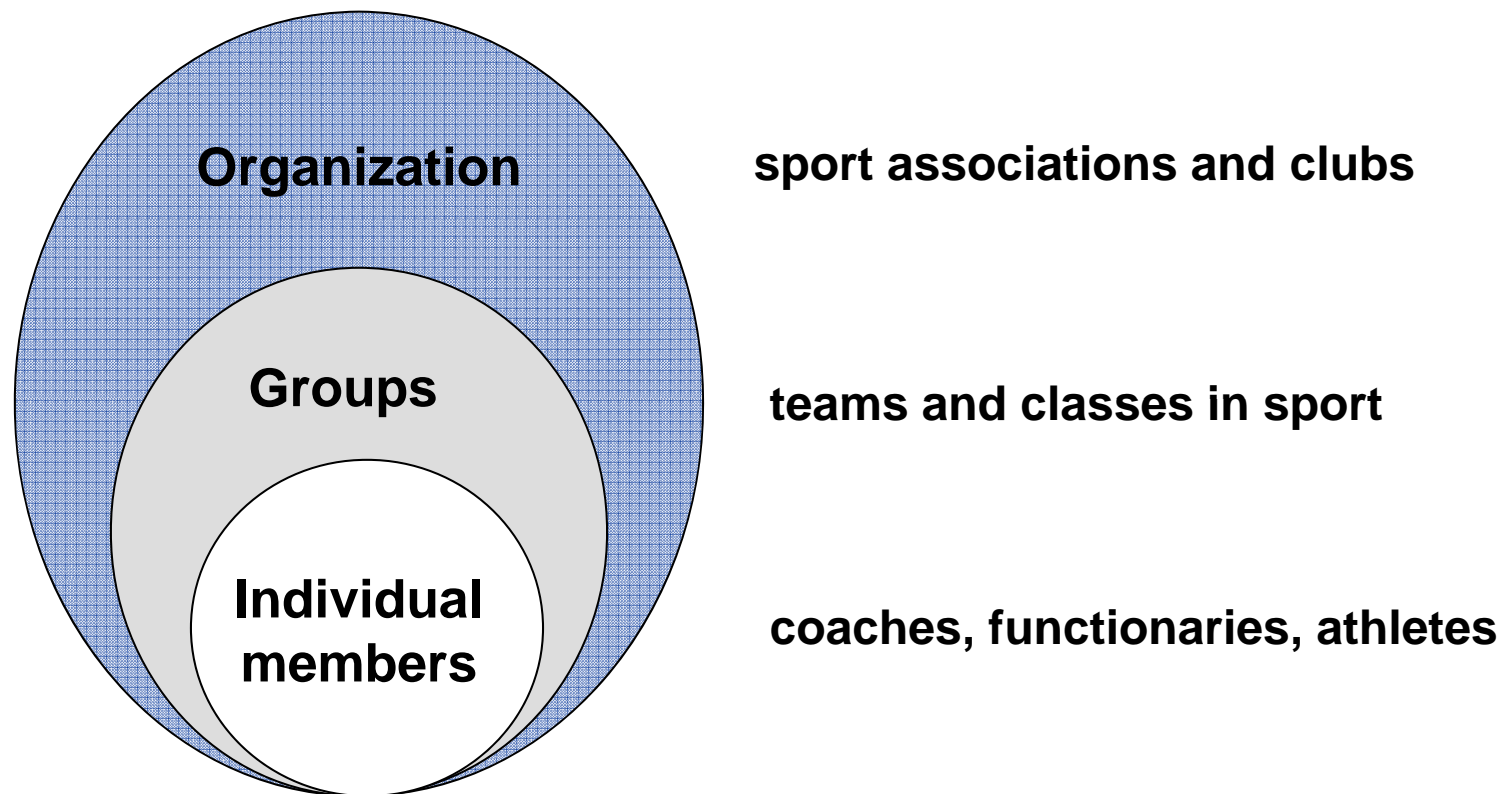recognize social diversity as valuable?*

Diversity Management must be considered
with a view to the **particular situation** of an
organization and in particular to its **main objectives.**

-**members' interests?**

-success in sport?

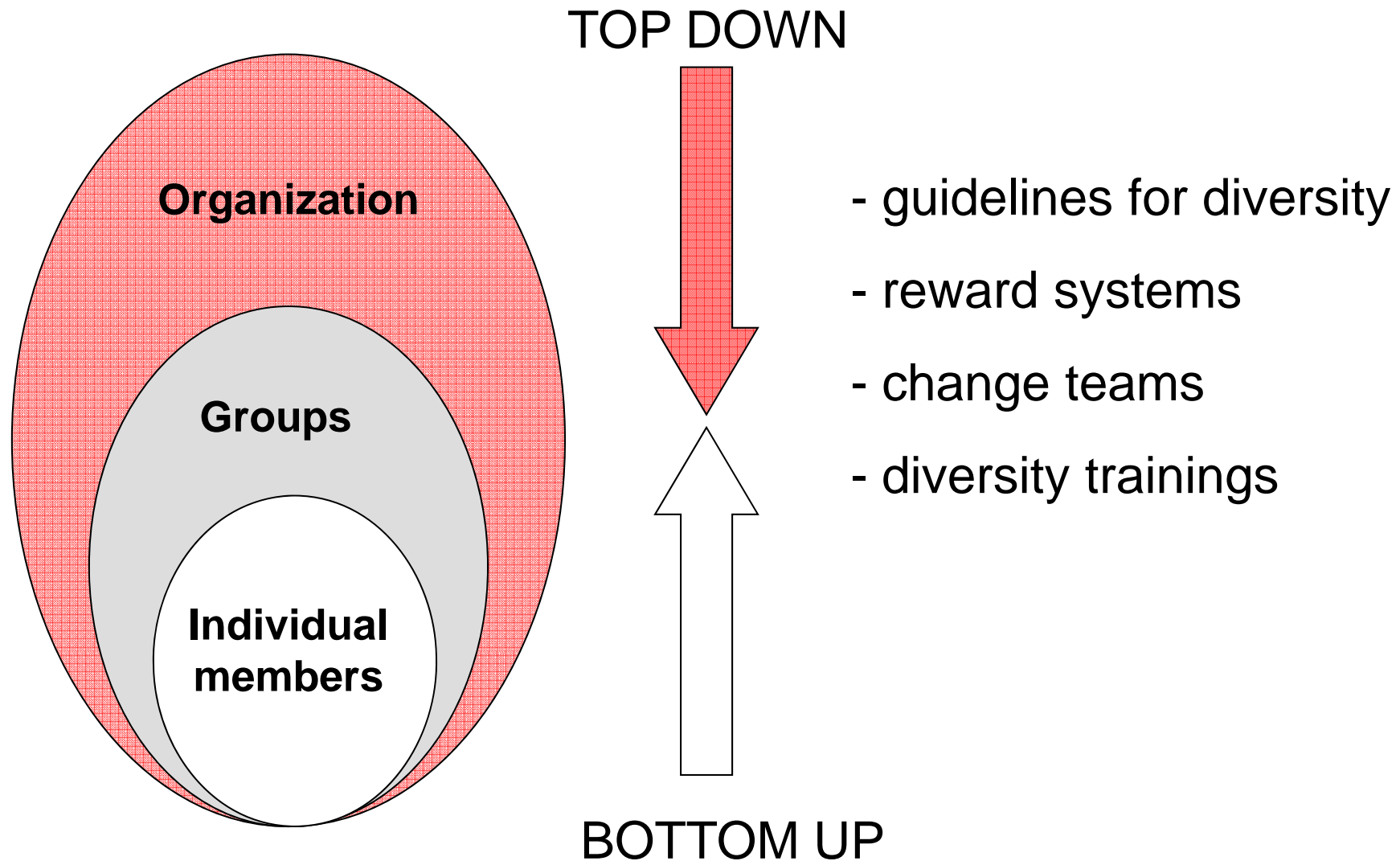-developing social contacts?

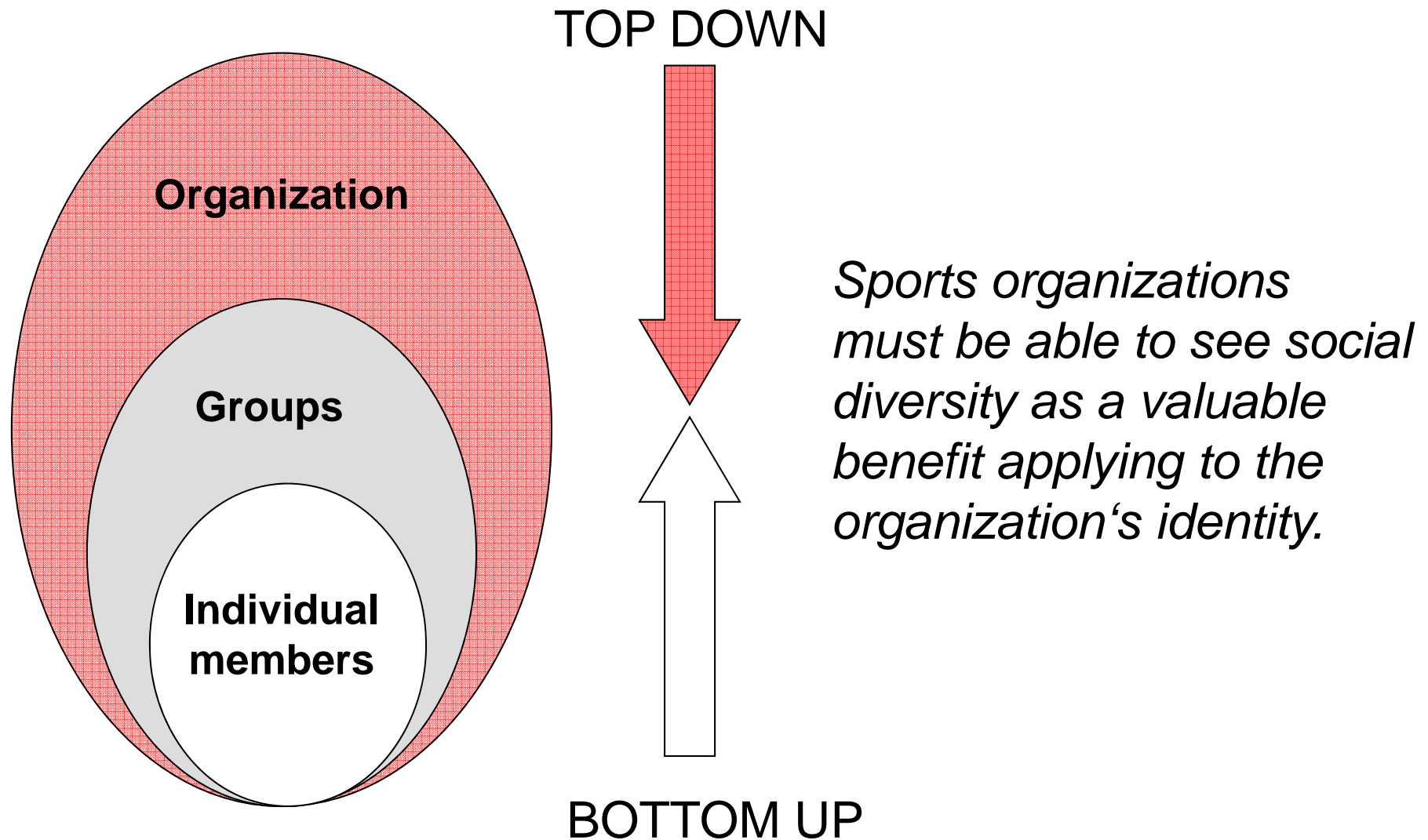-health promotion?
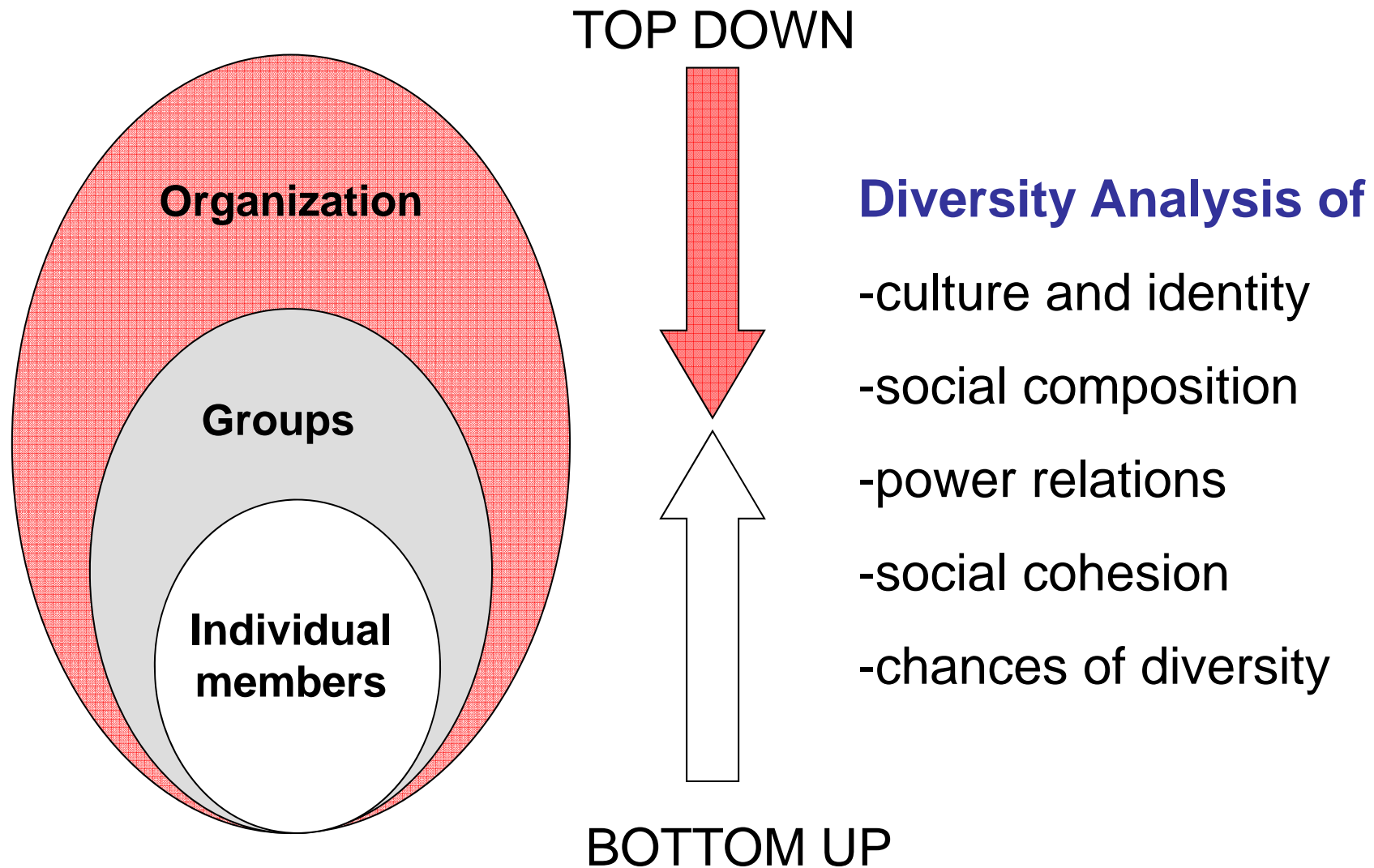
Diversity Management in Sport

Organization — sport associations and clubs

Groups — teams and classes in sport

Individual members — coaches, functionaries, athletes

(cp. Jablonski, 2008; Cunningham, 2007)

3. Diversity Management
at structural level of sports organizations

TOP DOWN

Organization
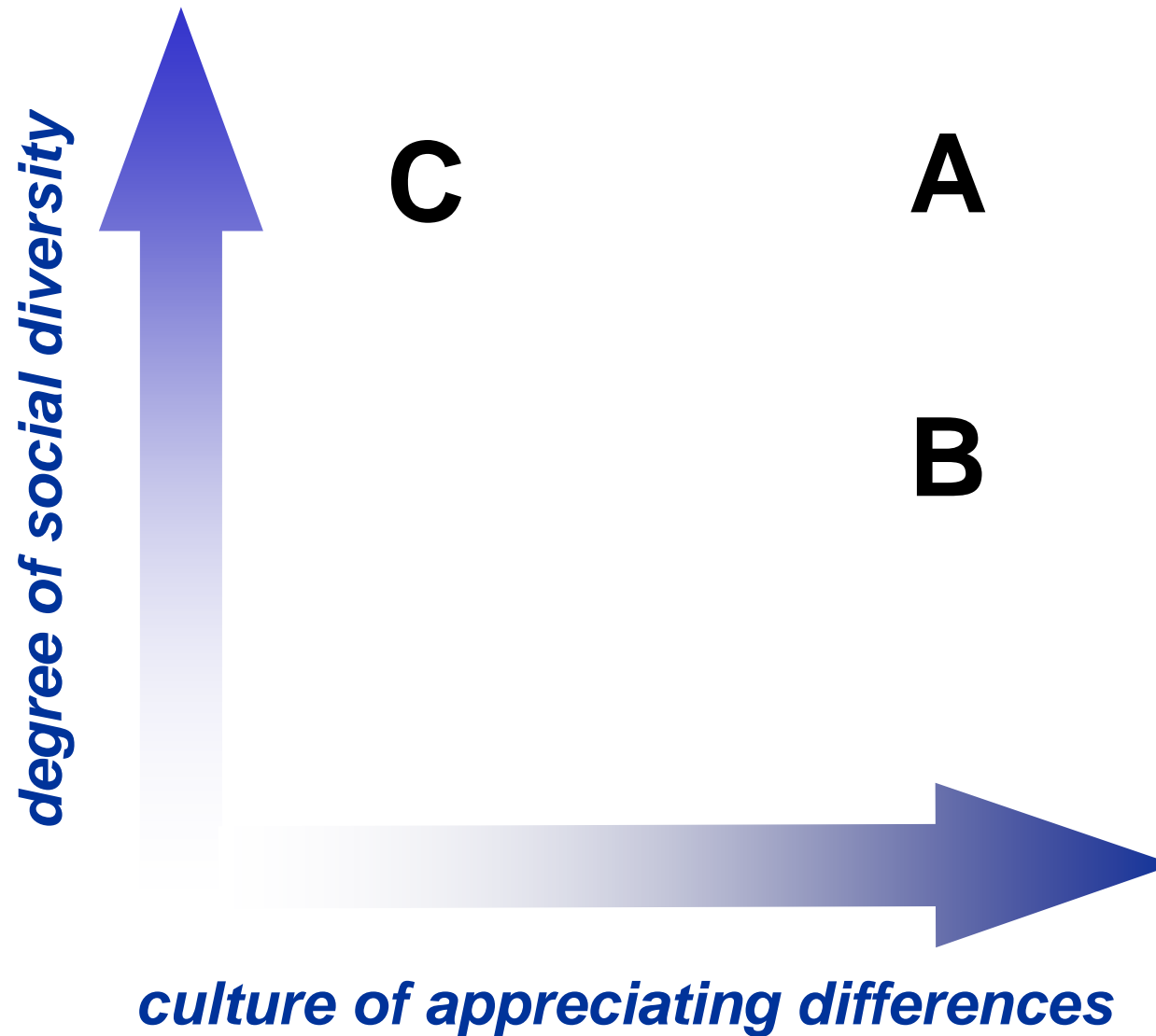
Groups

Individual
members

- guidelines for diversity

- reward systems

- change teams

- diversity trainings

BOTTOM UP

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TOP DOWN

Organization

Groups

Individual members

BOTTOM UP

Sports organizations must be able to see social diversity as a valuable benefit applying to the organization's identity.

TOP DOWN

Organization

Groups

Individual members

Diversity Analysis of

-culture and identity

-social composition

-power relations

-social cohesion

-chances of diversity

BOTTOM UP

3. Diversity Management
at the level of groups and members in sport
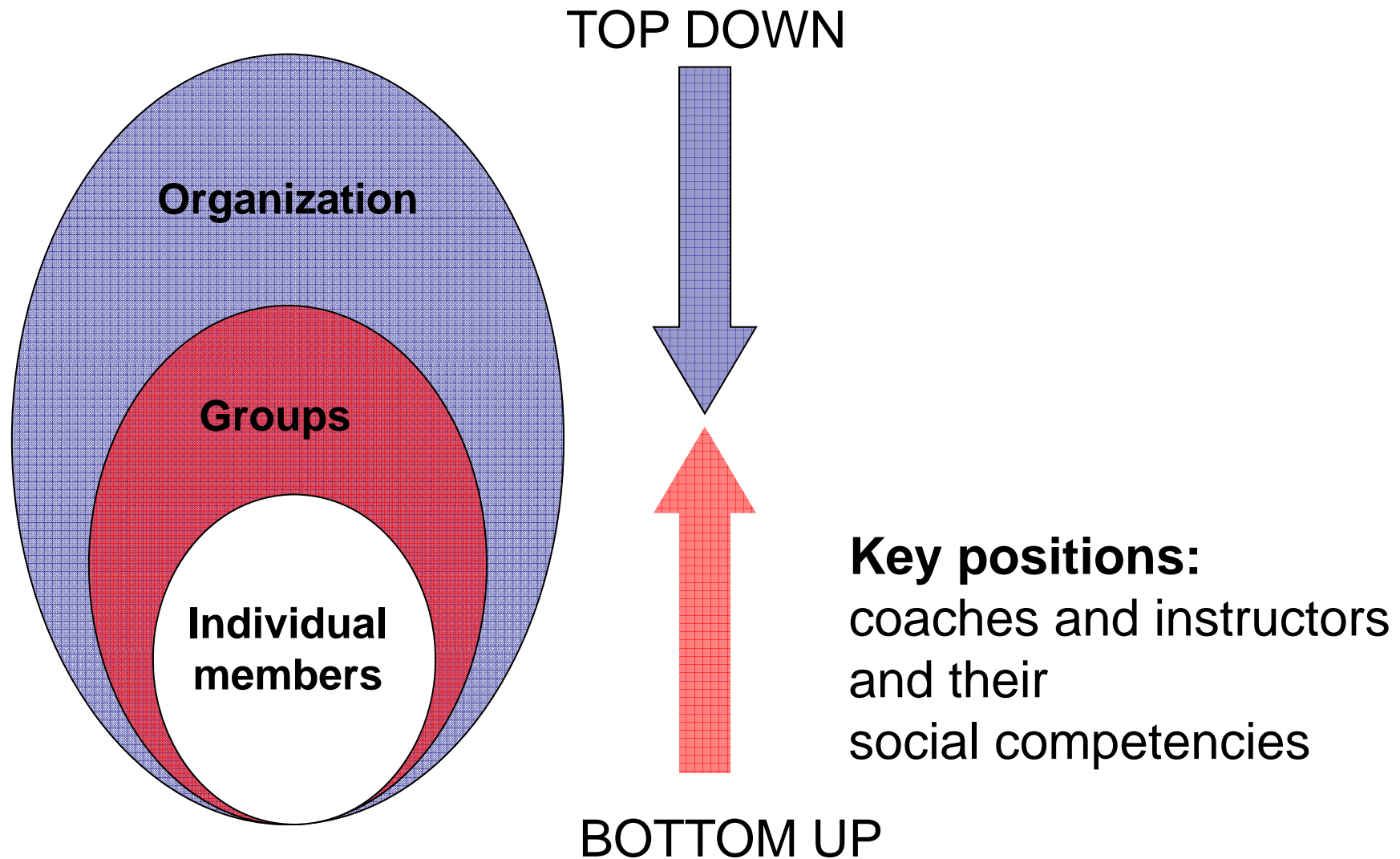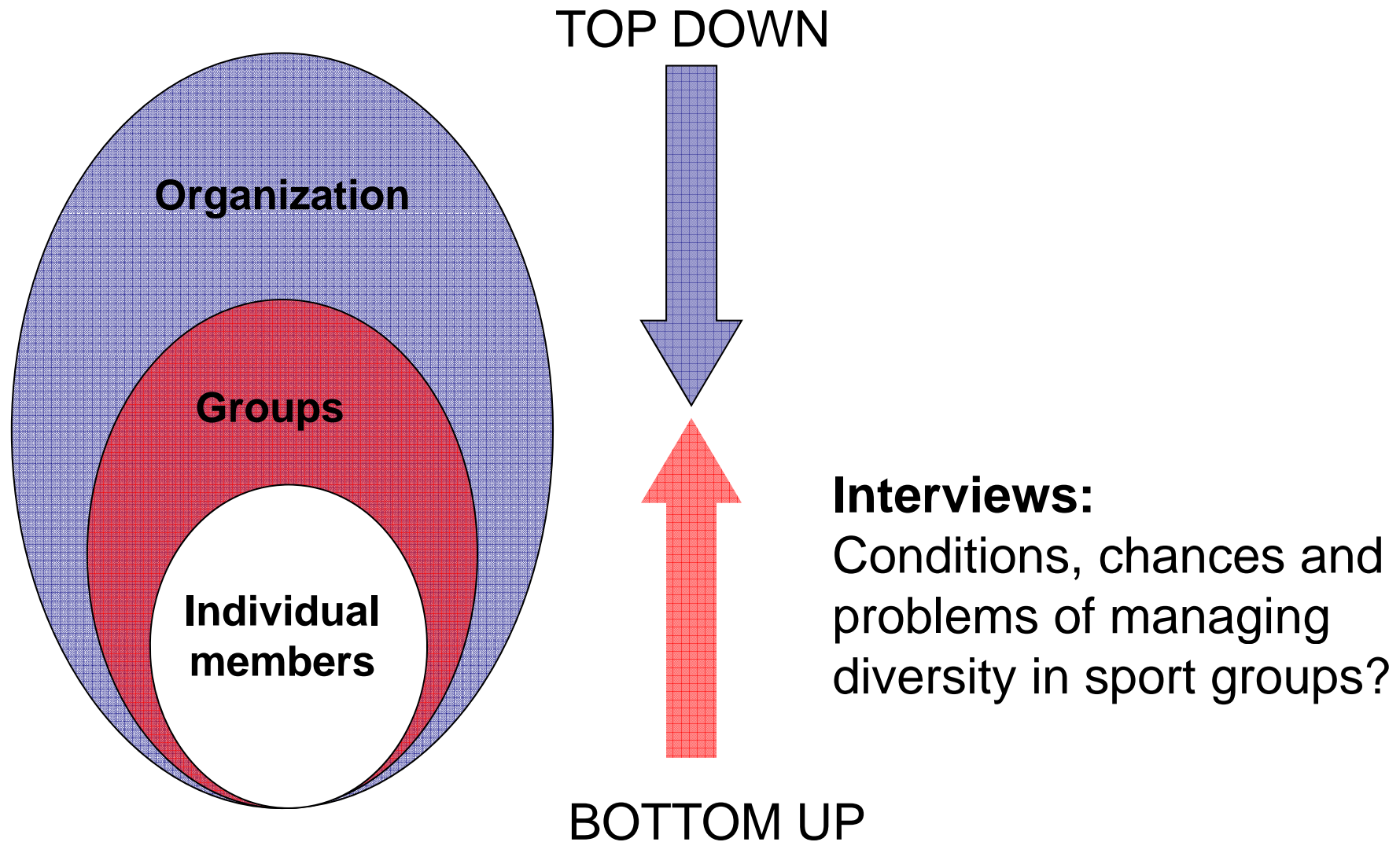
TOP DOWN

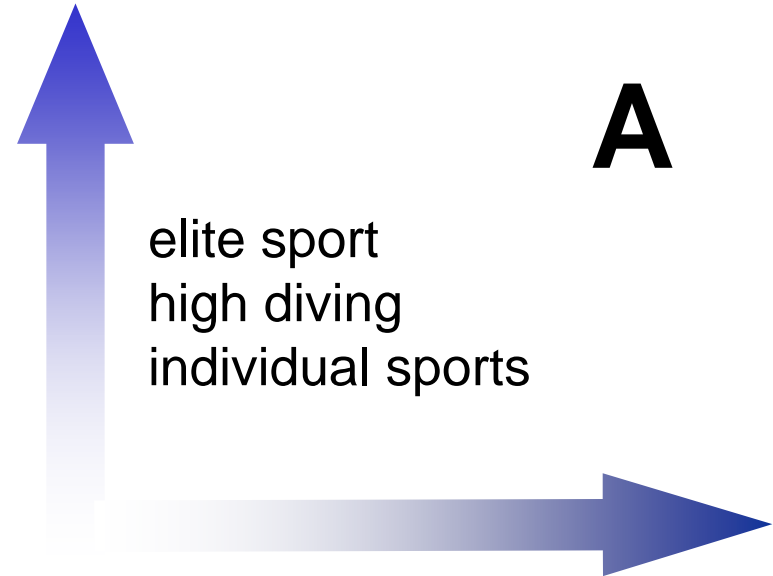**Organization**

Groups

Individual members

BOTTOM UP

Interviews:
Conditions, chances and problems of managing diversity in sport groups?

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C

A

B

degree of social diversity

culture of appreciating differences

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age,
gender,
(dis)ability

ethnicity
religion
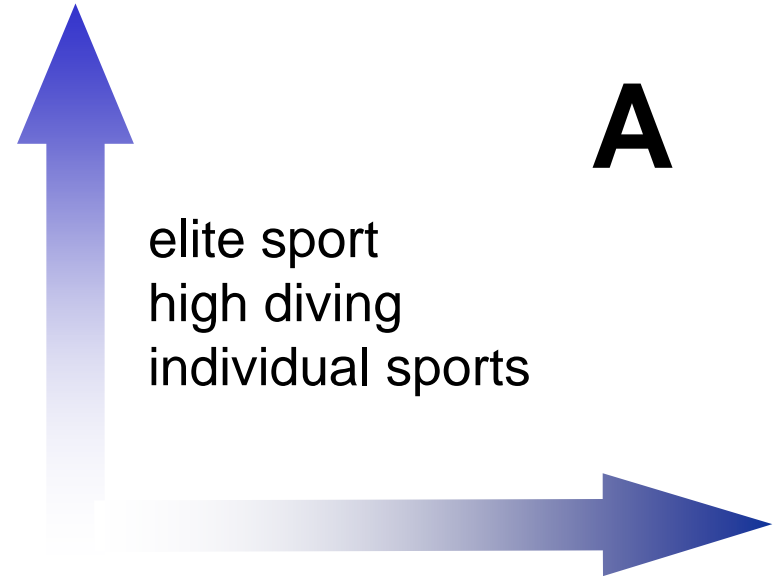social status
sexual identiy

A

elite sport
high diving
individual sports

„We are a very, very homogenous group.“

age,
gender,
(dis)ability

ethnicity
religion
social status
sexual identiy

A

elite sport
high diving
individual sports

*„The management of diversity is easy in this team,
because we engage in an individual sports.
Each member of the group needs and gets an
individual treatment."*

age
gender,
(dis)ability

ethnicity,
social status,
religion

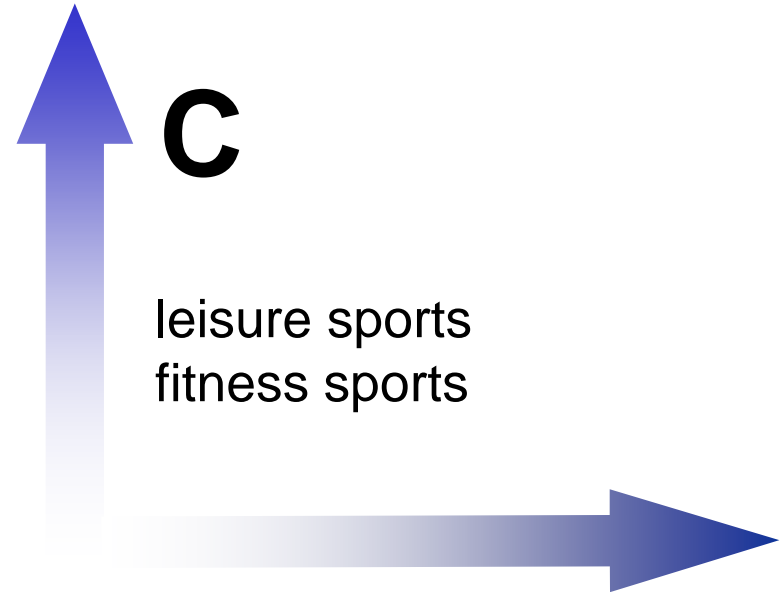team sports
soccer
competitive sports

B
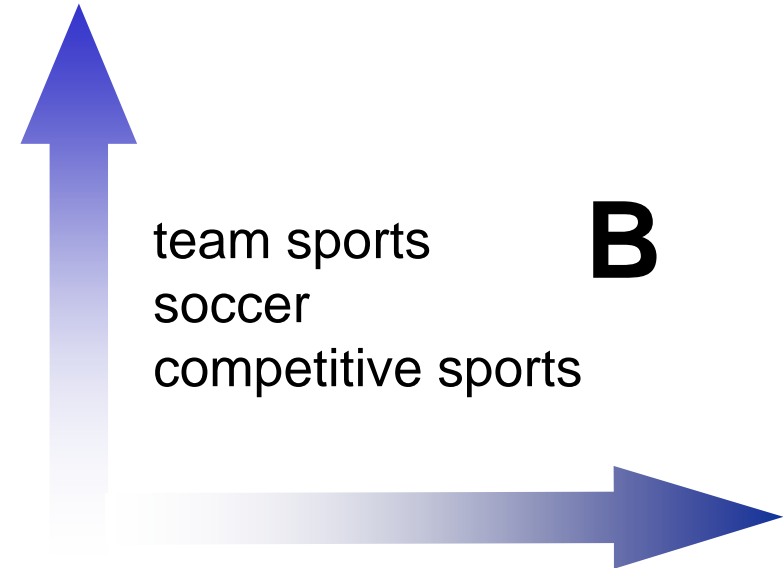
„It is of utmost importance for a team sports to have different characters in the team."

„They want to win the game and for winning it doesn't matter which social class or ethnic group you belong to."

age,
gender,
(dis)ability

ethnicity,
social status,
religion,
sexual identity

C

leisure sports
fitness sports

"The people in my class are not able to socialize with each other. The differences are just too big. There is this mechanist who cannot talk to the mathematician. They don't have the same topics of conversation, so they separate from each other."

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Concluding remarks

"Diversity is a Chance!"

Thank you for your attention!