



REPORT

Women's Summit

CLIENT



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September 4, 2018

Judo Canada

Attention:

Nicolas Gill, CEO, and

Marie-Hélène Chisholm, High Performance Manager

Dear Sir/Madam,

The report concerning the Judo Canada Women's Summit in Montreal, on June 15-16, 2018, can be found below.

1. Context of the Organization of the Women's Summit

One of Judo Canada's biggest challenge is the insufficient involvement of women in the sport, and a low retention of female staff in the organization.

Building on the ongoing strategic thinking and the need to look into the presence and involvement of women in judo in Canada, the upper management and the Board of Directors decided to organize an event dedicated to this issue. Thus, women from all over the country involved in judo attended the first Judo Women's Summit.

1.1 Strategic Thinking:

Judo Canada 2017-2024 strategic thinking is based on the vision of a country surpassing itself in judo, contributing to the evolution of society, and celebrating its international sporting success.

On one hand, Judo Canada's mission is to support Canadian judokas in their preparation to win medals in international tournaments. On the other hand, the mission is also to guide and promote initiatives to increase the participation in judo across the country.

Among the values of Judo Canada, let's focus on positive leadership and respect.

The first direction of the current strategic cycle is to identify, develop, and improve the opportunities for an increase in participation (axis 1).

- The second key strategy used is to promote judo in specific populations, notably by increasing the membership of under-represented groups (including women) and to increase the number of women in key positions in the organization (key strategy 2).
- The key strategy 6 aims to consolidate the coaching program.

The second direction of the high-performance cycle aspire to strengthen the programs and the national training center for the junior (next generation) and senior teams.

The strategic thinking concerns the issue of women in sport to increase their involvement, facilitate their training, and retain them in the organization.

1.2 Issue: Keeping Women in Judo

Figures show that in Canada, since 2002, 76% of people involved in judo are men, and only 24% are women. The age group with the lowest involvement is Senior (16,7%).

To address this situation, the federal government is allowing financial support in its 2018 budget. The government wants Canada to “move towards an inclusive sport system by setting a target to achieve gender equality in sport by 2035. An initial **\$30 million** over three years to support data and research and innovative practices to promote women and girls’ participation in sport, and **provide support to national sports organizations to promote greater inclusion of women and girls in all facets of sports.**”

Overview of the current situation:

20% certified trainers, 15,5% Shodan (beginners Dan). 13% of active referees are women. PTSO presidents: 8% are women. Boards of Directors: PTSO: 30% are women (without 4 best provinces: 15%). QC, NL, MB and BC don’t have any women on their BOD. AB, SK, NT and NS have 65-70% of women. Judo Canada: 18% of staff members are women.

These figures reflect the 16% of women in the senior age category.

The current situation shows the need to aim for a 30% increase in participation for women in grades and to increase their presence in the organizational structure.

With this observation in mind, and to achieve the strategic plan goals, we will describe and produce a summary of the information gathered during the first Judo Canada Women’s Summit.

2. Description and Summary of the Event

This section contains the themes addressed by the speakers on each day, as well a short bio and elements of their presentation. The focus will then be on the participants, where they are from, their role, and the absentees of the summit.

2.1 Speakers and Themes

Each day was planned with conferences, followed by reflective discussion on the discussed themes.

DAY 1:

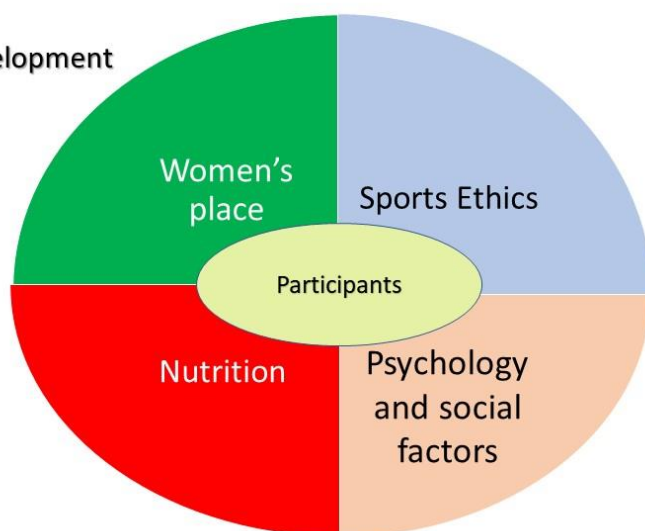
Judo Canada's CEO opened the first Women's Summit by presenting an overview of the current situation of Canadian women in judo. The themes were the assistance for sporting ethic, psychological and social factors of women in sport, nutrition, and the place of women and how to keep them in sport. After each conference, the participants could express their point of view in a discussion.

The following diagram represents the values, the themes of the conferences and arguments to be part of the Summit, and it represents the event.

Judo: A way of life that can make a difference

Value

- Commitment
- Motivation
- Personal development



On the first day, the focus was on **athlete's support**:

First, Guylaine Dumont made a presentation on sportsmanship, and Sylvain Croteau gave information on the various support services offered by Sport'Aide.

Guylaine Dumont is a former volleyball player who won 12 Canadian titles and ranked 5th at the 2004 Olympic Games in Athens. She has been inducted into the Volleyball Canada Hall of Fame in June 2016, and she works as a therapist in helping relationships specialized in sports.

Sylvain Croteau is the General Manager of Sport'Aide, an organization aiming to protect the integrity and safety of athletes and the sports environment. Sylvain Croteau is involved in amateur and professional sport. He has been working in communications and public affairs for over 25 years.

- As an Ambassador for Good Sportsmanship, Guylaine has chosen to promote the following values: well-being, respect, and perseverance. She started her conference by sharing her life experience, and talked about the opportunities to bounce back in a positive way and to protect the next generations. Guylaine is a cofounder of Sport'Aide.
- Sport'Aide's mission is to ensure leadership in the implementation of initiatives favouring a healthy, safe and harmonious sporting environment for young athletes in Quebec and to provide guidance, support and orientation services for young athletes, but also to the various players in the sporting world (parents, coaches, sport organizations, officials and volunteers) who have witnessed violence against young people. Guylaine spoke about the different types of violence (physical, emotional, sexual and negligence) and their impact on mental, physical and emotional health. The reflection emphasized the relations between ethics and the use of good protection. Raising awareness on this issue in our society and the tools offered by Sport'Aide were discussed.

The second conference was presented by Chantal Daigle, who discussed the **psychosocial factors of women in sports**.

Chantal Daigle is a professional with academic functions in the kinesiology department at the Université de Montréal. She has earned a master's degree in exercise physiology with a specialization in evaluation and physical training. Chantal Daigle is a coach and a facilitator in elite-level soccer.

The interactive conference talked about the characteristic needed in judo athletes, the observation of behaviour in training, the different types of games for boys and girls and their expected behaviour, their socialization, self-esteem, acceptance into a group, the impact on performance, the impact of "social standards" on an ideal athlete, puberty, competition, and a reflection on coaches, integration programs, and models in sport.

DAY 2:

On day 2, Catherine Naulleau presented the latest findings concerning nutrition and health for women.

Catherine works as a sports nutritionist and she has earned a master's degree from the Université de Montréal. She is a former rowing athlete and she has been working with elite athlete for the last decade, with a specialization in sports with weight categories. She was working as a performance nutritionist for the Canadian Olympic Committee in Sotchi (2014), Rio (2016), and PyeongChang (2018).

She talked about self-esteem and factors influencing the performance of feminine athletes, nutrition for female judokas, tools and path for female athletes on the national team to optimize their physical potential. She also talked about the risks for women to quit judo because of their difficulty to manage their weight and solutions to prevent this issue, and she gave information on the latest findings about the relative energy deficiency (RED).

Presented as one of the tools, all participants of the Summit have received a booklet “Sports nutrition pour les judokas, nutrition et performance”.

Also on the second day, Guylaine Demers presented a conference about how girls and women can take their place in sport.

Guylaine Demers, PhD, is a teacher at the physical education department at the Université Laval. She's notably interested in issues concerning women in sport, sports organizations culture, and the LGBT-phobia in sport. She's currently Chair of the Boards of Directors for Égale Action, Quebec's association devoted to the advancement of women in sport and physical activity. Her work and achievements have been recognized both provincially and nationally. She has been on the “Most Influential Women in Sports in Canada” list in 2007, 2010, and 2015. In 2013, she published *Playing it forward: 50 years of women in sport in Canada* (Société d'histoire féministe, 2013) with her colleagues Sandra Kirby, Marion Lay, and Lorraine Greaves. In June 2015, she organized the 4th Women and Sport symposium, and she recently announced that she will be organizing it again in June 2020, in Quebec City. Guylaine Demers is also co-chair for the Canadian working group Women and Sport, created by the federal, provincial and territorial sports ministries. In November 2017, she was named Claire-Bonenfant Research Chair - Women, Knowledge and Society.

The following theme was discussed during the conference: how to gain more leadership, how to develop the required skills, and how to develop a personal development plan to achieve your goals.

The last conference was given by Rolland Vidal, representing the Respect Group. He presented different programs on respect for leaders, for parents, for employees in a work environment, and talked about how to keep girls in sports.

2.2 Participants: provinces, functions, attendees and absentees

Provinces and territories represented: Alberta, British Columbia, Ontario, Quebec, Saskatchewan, Nunavut, Yukon and Prince Edward Island: 8/13 (8 provinces/territories out of 10 provinces and 3 territories).

Not represented: Manitoba, New Brunswick, Nova Scotia, and Newfoundland and Labrador (5/13).

Several participants have many responsibilities in the organization, either as coaches, referees, or in the administration. The participants were representing their provincial/territorial organization, their athletes and their sport administration. With everyone's skills, there was an interesting sum of experiences to talk about sports for women.

A list of all participants can be found in Annex 1.

3. Analysis

3.1 Data:

Most data were collected following group brainstorming. This section will highlight the important items in these activities. To understand the full context, the questions asked to the participants are noted, as well as a summary of their answers. Technical information are grouped in data sheets.

Feedback after the conference on support for victims of violence

Violence in sporting environments is an important social concern about which society is reacting.

The current findings indicate that violence can be perpetrated by someone in a position of authority (coach, parent, member of the medical team...) by an athlete (teammate or opponent), by a spectator, or by the athletes themselves. Violence can be physical, sexual, psychological, or negligence.

What the participants have to say:

Question 1: In your position of leadership in sport, how do you think this speech about ethics in sport will change you and your actions?

Answers:

- We are aware of it and we can pay attention to unacceptable behaviours.
- We appreciate having an external organization to promote good behaviours in small clubs.
- We know what kind of behaviour is acceptable or not, and education on the matter will allow for improvement.

Data sheet on support offered by Sport'Aide:

Expectations of the participants:

- Have a phone number to report situations in all provinces/territories.
- Have access to a secure tool for athletes to communicate, to find solutions, to react to a teammate's behaviour or to discuss with their parents.
- Educate athletes of the different types of abuse, and coaches, parents and administrative staff on the tools available.

Question 2: How would you evaluate the current situation about the practice of ethics in sport in your organization or your province?

The participants are aware of the issue of violence in sport.

The participants have witnessed:

- Verbal abuse, inappropriate comments
- Ambiguous relationships between coaches and athletes
- Intimidation between colleagues
- Non-ethical behaviour from senior athletes, coaches and staff

The participants evaluated the current management of unethical behaviour in various judo organizations.

The answers were mostly “A little managed” or “Moderately managed”, and others answered “Somewhat managed”. According to them, there is room for improvement in the management of unethical situations.

When asked “What is missing that could help change the situation?”,

participants noted that policies aren’t always properly applied. Education of the coaches and participants, and promoting the education will increase awareness and allow each level to develop an ethical approach. Openness and dialogue are necessary to improve the management of the current situation. Networking between organizations and agencies should help to minimize the differences between provinces.

The participants welcome the idea of having an external expertise as a stakeholder.

They suggest the application of the “2 adults with a minor” rule. They also wish to have access to a list of sanctioned and suspended coaches.

What are the priorities for action?

First on the governance level, then the coaches, starting by the younger ones. Create relationships: how to deal with children? In a bullying situation, in camping... propose resources to raise awareness and educate online. For coaches training, make a connection between accreditation and appropriate behaviour.

If you observe something that is unethical in your sport, what can you do?

- Talk to the perpetrator, to another coach or to the provincial supervisor

- Submit a complaint or a report
- Support the victim
- Correct the situation with an administration who accepts inappropriate behaviour
- Find the confidence to do something Display posters in locker rooms

Conclusion: The conversation is open. Each participant is aware of her responsibility to initiate good behaviour. Sport'Aide is appreciated for its role as a forerunner in its field. It was an intense moment of the Summit, and each participant could feel the inflection point between ethical and unethical behaviour.

There will be a need to standardize what is acceptable or not within the organization.

Workshop on psychosocial factors

The conference on psychosocial factors for girls, presented by Égale Action, allowed the participants to reflect on the ideal characteristics of judokas, their observed behaviours and their learning zones.

Without falling into gender stereotypes, the speaker noted the differences between boys and girls. For example, when applying for a job, a man will send his resume if he corresponds to 60% of the required profile (taking risks, courage), while a woman will only send it if she is a perfect match (idea of perfection). The conference allowed the participants to understand key elements that can drive girls to perform at a high level while respecting their identity and their psychological and social baggage,

Coaching female athletes is different than coaching male athletes, and the goal is to have more female athletes!

Feedback:

The main characteristics of an ideal judoka are: athleticism, resilience, confidence, mental strength, independence, passion, adaptability, flexibility, logic and strategic thinking, discipline, self control, collaborative spirit, good communication, coachability, respect, dedication, good technical skills.

The behaviour seen with girls in judo are: social skills, camaraderie, mutual support, ability to judge and denigrate others, competitive, emotional, can deal with human contact and should learn how to deal with their body image. Girls stand out by being less aggressive than boys, and by taking care of others, helping each others, being open-minded and balanced.

The learning zones are: how to talk to authority, have positive role models to identify themselves, be creative, defend themselves, have a positive body image, to willingly get involved in judo in the long term, have girls training camps and to compete against appropriately aged opponents.

The issue for each participant is to define her expectations as an athlete, with personal goals. Then, choose fields where support is necessary, and which resources will be used.

Each plan is different, even though there are similarities regardless of the gender, but to know the athlete mentally, on a technical and tactical level, will allow coaches to reach the full potential of their athletes. The conference allowed to appreciate the levers to develop the national team with a goal to reach their optimal performance.

It could be interesting to see if the national team members see themselves in the behaviours identified here, to verify the coherence of their perception.

Retroactive discussion following the conference on nutrition

Group 1: How could you help an athlete to manage her weight and to agree to change her weight category if necessary?

Answers:

- Analysis of the body (weight, fat) for coaches, athletes and parents
- Educate athletes about nutrition Coaches can encourage them to be more active Educate parents
- In Alberta, a month before an event, athletes should be at 7% of their weight Once there, they should be at 5% of their weight 2 weeks before the event

Group 2: Why is nutrition for women an issue?

Answers:

- They're not educated enough about nutrition
- It's a waste of time and unrealistic
- Society and media give conflicting information
- It has repercussion on life expectancy, it's an issue that is worth finding solutions and strategies to help female athletes.

Group 3: What do you think would be the actions or contributions that Judo Canada could do to improve the situation about nutrition?

Answers:

- Education: send the booklet in each club and province.
- Have more conferences with Catherine Naulleau for coaches and parents
- Have a budget in each province for nutrition
- Have a kiosk with information on nutrition during major events
- Have a provincial registry with sports nutritionists
- Have meetings with provinces, regions and teams

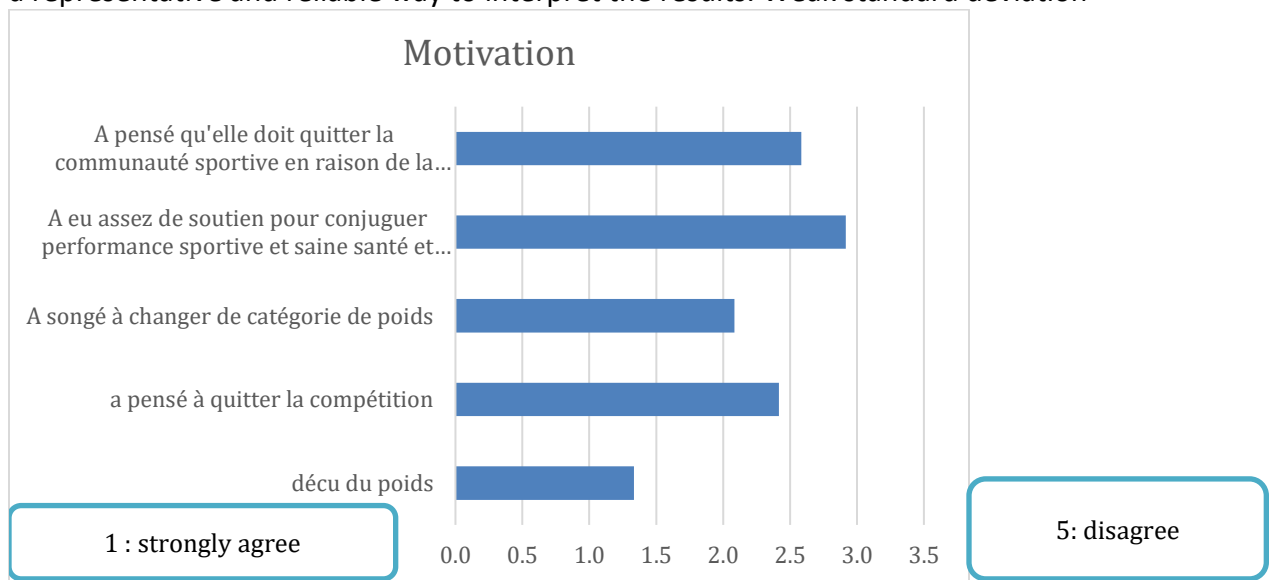
Motivation and weight management

Individual questionnaires were distributed to find out the motivations of athletes regarding their health and perception and weight management.

The sample of participants directly concerned by this issue was a group of 12-15 people.

The respondents could nuance their answers on a Likert scale from 1 to 5 in which 1 meant “completely agree”, 2 “somewhat agree”, 3 “moderately agree”, 4 “disagree a little”, and 5 “disagree”.

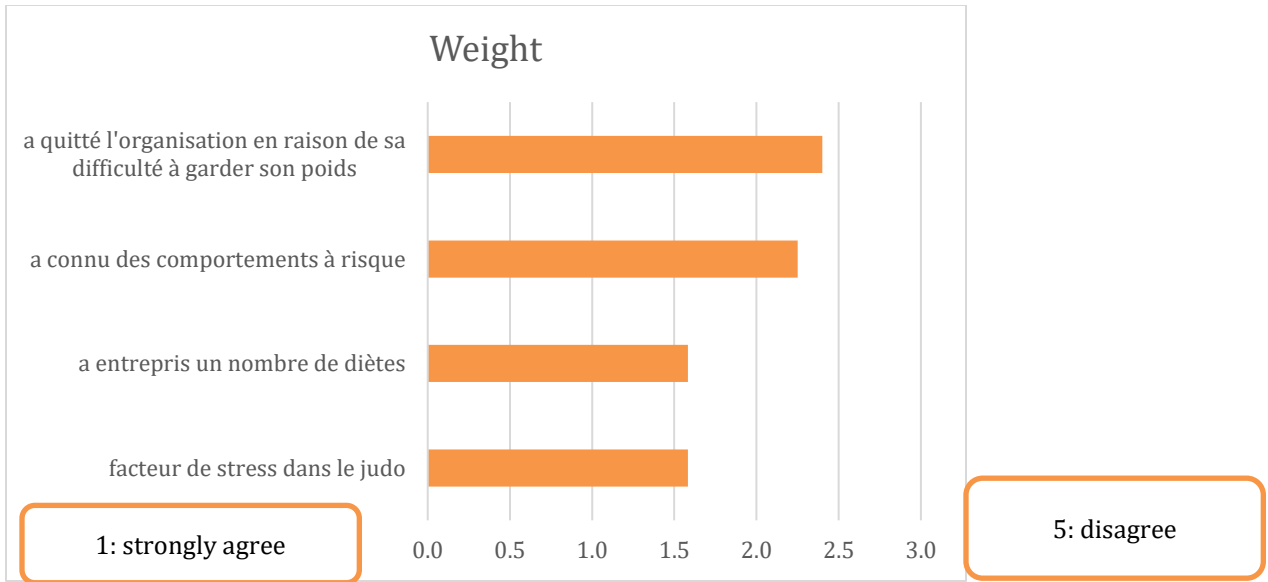
The standard deviation, or the measure of the dispersion of results, show that the average is a representative and reliable way to interpret the results. Weak standard deviation



The participants generally agree that they have been frustrated with their weight.

Their concern led them to think about quitting competition or changing their weight category.

The respondents moderately agree that they had enough support to help them conjugate health and performance. However, they haven't thought about leaving the sporting community.



The answers show that weight is a stress factor in judo, and that most participants have tried numerous diets. The answers show that the participants consider they had unsafe behaviours and they have thought about quitting the organization because of the difficulty of maintaining their weight.

Retroactive discussion on how to keep women in sports

This conference, presented by Égale Action, was to help female coaches to develop their female athletes to their full potential, as well as theirs, by understanding what could motivate or demotivate them. Here are the elements gathered after working in small groups:

| Gain of potential | Loss of potential |
|--|---|
| Be involved Listen Learn Communicate Network Seize opportunities Be transparent, respect your values Be courageous Be confident and trust others | Feel judged Let emotions take over Be involved for wrong reasons Be assertive (being too confident) Be under masculine domination Start a family |

Leadership, self control, and technical skills were explored with their different elements to allow women to choose the elements for which they wished to improve their performance.

At the end of the conference, participants were asked to develop their personal development plan by setting specific goals, describing how they'd get there and what resources will help them.

Conference with the Respect Group

After presenting the different programs, the speaker focused on the expectations of female athletes towards their coach, the physical or relational injuries, and the motivations enabling the participation of women in sports.

The conference paved the way to partnering programs (CAAWS-ACAFS [organization to empower girls and women in sport], Olympic Foundation, Jumpstart) offering a curriculum to keep women in sports.

Retroactive discussion on the event

The participants had the opportunity to share the positive elements of the first Judo Canada Women's Summit and their opinion on the priorities for action.

- Connect with the provinces that weren't represented so that they can profit from the progress from the Summit.
- Senior coaches would like to have a pathway to help them get to the international level. They are currently stuck on a national level and feel frustrated. The request is for a coaching program with mentoring and trainings to allow female senior coaches to progress at the same level as male coaches at the international level.
 - Action plan: Facilitate access to the NCCP (National Coaching Certification Program) for female coaches.
- The participants would like to have feminine role models in each province to inspire the feminine judo community and catalyse the presence of women in sports. These feminine role models would welcome newcomers and be pioneers in social medias. They could be experienced athletes or younger ones from all levels. A selection process for these role models would have to be considered.
 - Action plan: Establish selection criteria and process to acknowledge inspiring women.
- Leadership clinics and trainings would be appreciated. Targeted communication to facilitate the progression of female coaches and referees to the international level appears to respond to a need for professional equity.
- Certain coaches or referees would like the application of an exceptional measure to be able to change their role during a senior event when there aren't enough staff members. The current rule separates the roles of referee and coach.
- We could encourage women who are afraid of injuring themselves to try kata. Put a mentoring program in place in kata. Teach it starting at the orange belt. Promote the practice of kata.

- Think about mixed judo practice. In theory, judo could be performed by gender, like other sports with weight categories with female and male categories in each level, instead of mixed categories.
- New athletes could be introduced by the coach to facilitate their integration. There could be a pairing with another girl, or a mentoring program to prevent intimidation and to promote a safe, fun and comfortable environment. A technical sheet about routines can be found in the appendix.
- There is a wish to make the Summit an annual event.

3.2 Analysis

The Summit was a success: synchronicity, crossroad for exchange, focused on the future.

- Organization: participants were from all over the country, the reception and their comfort were a success.
- Speakers: competent, authentic, each of them brought something so that the participants felt listened to and supported, and they all had useful information to share. The retroactive discussions following the conferences allowed the participants to assimilate the content while expressing their point of view. The diversity represented an interesting potential to establish new relations, and the table is set for a good circulation of information.
- Themes: starting with the athletes and their expectations, motivations and needs, then to feminine issues (nutrition and psychosocial factors), and finishing with a proposition for a personal development plan to reach their full potential, while knowing the resources about ethics and education on respect.

The event was a success for the stakeholders, who could share about their concerns regarding the future of judo for women in the country and in the world.

Comments and reflection:

From an external and subjective point of view, we can make comments on the sporting environment and the Summit to help with the tasks to be done after the event.

Complexity of different roles and opposing/conflicting interests:

For a first edition, it was interesting to gather people with different roles in judo: athletes, coaches, referees, administration... However, to be able to work more in-depth on precise subjects, it could be interesting to have meetings only for coaches or referees. That kind of professional grouping could allow to surpass the opposing interests from different groups and give a chance to work on important matters for each group of participants.

Duality between competitive and recreational judo:

Competitive judo aims for Olympic medals, while recreational judo aims for popularization and a fun experience. The public for recreational judo is different than the competitive one, and the expectations are also different for the athletes and the organization. Also, the return on investment is higher for competitive judo than recreational, which is more expensive for less return.

To develop competitive judo and to expand recreational judo at the same time is an expression of a real strategic determination. Without a strong strategic plan, the risk is to focus on competition and to settle for a weak recreational network. Financial constraints of recreational judo are the main block to its expansion.

Satisfaction of the participants' expectations:

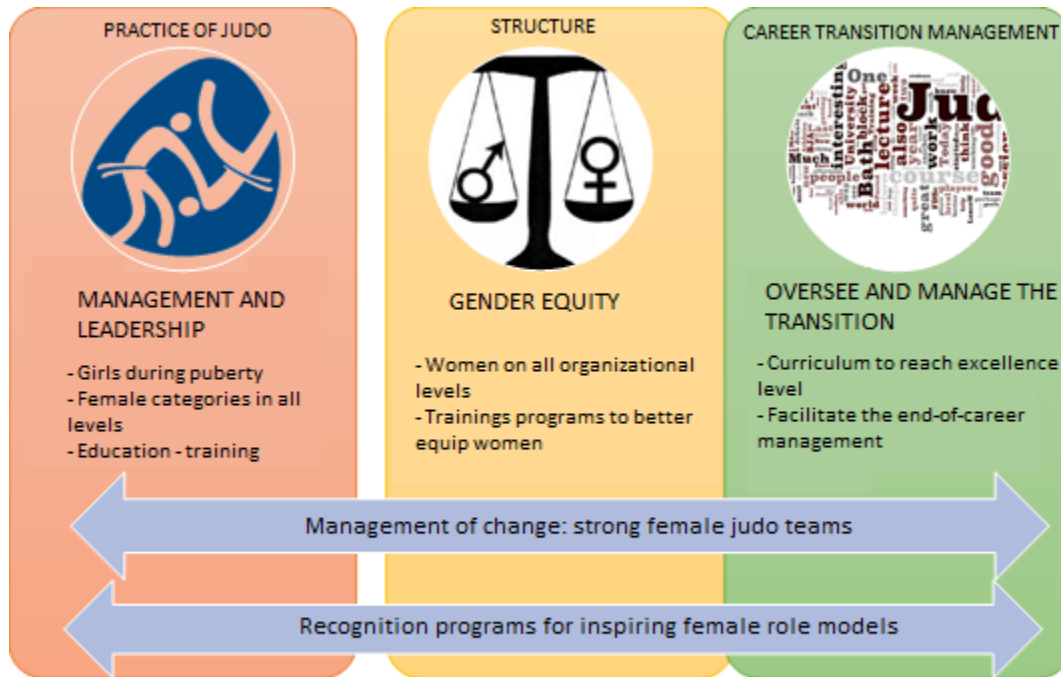
After such an event, several projects are initiated on ethics, nutrition, respect, and coaching linked to psychosocial factors and the organizational changes necessary to facilitate the development of female athletes into elite athletes.

There are multiple stakeholders: attendees, absentees, referees, coaches, athletes, partners, future athletes, senior coaches (who can still contribute, even though their professional growth doesn't match their expectations for an international career). The challenges are numerous, and sometimes contradictory, Hence the need to map the needs, the vision and the issues, and to prioritize the next steps.

To meet the participants' expectations, the communication on the issues and the priorities for action is necessary to give a meaning to the post-Summit period and to ensure a strong relationship of trust and a greater cohesion for the programs and the people.

4. Recommendations

Our 5 recommendations, as seen on the following diagram, are about the practice of judo, the organizational structure, the career transition, and two cross-cutting areas: management of changes and a recognition program for inspiring feminine role models.



Recommendation #1: Practice of feminine judo in Canada

Data show the difficulty of keeping girls in sport when they reach puberty. After the Summit, we were able to identify **numeral factors causing girls to quit sports**: mixed bouts, the difficulty to maintain their weight, the pedagogy that is inadequate to motivate and support girls, a lack of knowledge about their physiological needs at that age, the challenges with verbal, psychological and physical abuse, the risk of injuries, the absence of a strong feminine role model in the community, a lack of time for studying... all these factors make the issue very complex. It would be important to find solutions for these issues, respecting the 20/80 Pareto's law. **Work on 20% of issues to have 80% of results.** A further study would take a lot of time, but pilot projects could measure the impact of solutions on a small scale to find out which ones are the most promising and easiest to set up.

Currently, judo is a mixed sport in Canada, in clubs and in competition, until the age of 12. Given that all other sports have developed with distinct categories for men and women, and given that this is a contact sport, it seems that, as a solution, the sport could be practiced with different categories for boys and girls. An ambitious challenge will be to **develop feminine judo on all levels** in clubs and in competition.

While having an effect on motivation and perseverance for female judokas in Canada, and by drawing on a sport with categories for women, it would be favourable to **create programs suitable** for female judokas and to make them accessible. A better knowledge of themselves, the physiological factors, the athletic characteristics, a personal development plan, a **winning team leadership and best practices** will strengthen the feeling of belonging to the community and better equip girls to encourage them to accommodate judo into their life during puberty. The athletes will be able to work on their personal plan to reach their goals. The use of social media will be a vehicle to access training and to communicate information easily and quickly.

Recommendation #2: Organizational structure of judo in Canada

The current observation shows a lack of women in all levels of the structure. To allow more women to be in decision-making and organizational positions, there is a need for **incentive measures** and **appropriate training** to allow women to break through the glass ceiling. That means training programs should be created to better equip women for these positions: member of a Board of Directors, secretary, treasurer, president, working committee, area manager, referee, coach... the training should be technical and oriented on the personal development of women so that they can bring their touch and their strength to renew judo and be an actor of change.

Of course, the men should also receive training and support to welcome women in the decision-making and organizational structure.

Recommendation #3: Career transition for coaches and athletes

Currently, we can see the lack of women on the international level, hence the need to **design a curriculum** to enable them to fill these high-level positions. Since this is a new culture, we have to get women ready with the appropriate skills, following the **NCCP** model. To develop an enthusiastic, positive, inclusive, competitive and team culture, **pathways** could be planned after training to allow women to reach these positions and to prepare their **career transition**. Sport is their priority at the moment, but they need to work on their social relationships in their community and receive training to fit into society after the athletic phase of their life. Coaching on career transition and leadership adapted to that reality will increase awareness on the necessity to succeed not only in sport, but to establish a social network and to develop other skills to enter the labour market after their sporting career.

Recommendation #4: Management of changes and their integration into the strategic plan

The Summit took its essence in the strategic plan. The different **actions** taken after the Summit have to fit into the general **strategic plan** to guarantee the priority of the issues, the coherence

of actions, and to have a general overview to avoid duplication of efforts and contradictory actions.

A **change of culture** takes years. We have to overtake challenges of denial and resistance to change, and continue to show positive leadership adapted to the different concerns of stakeholders (*Céline Bareil, Gérer le volet humain du changement, Édition transcontinentale, 2004*). Several aspects of change management, like the change strategy, the communication targeted to its recipients, the management of crisis situations, and the timetable require management skills, and we suggest that Judo Canada management team have an external adviser in management and change management to help them establish the driving strategy of change and measure the progression of the process, as well as the impacts in the field (*Pierre Collette, Le pilotage du Changement, Presse Universitaire du Québec, 2013*).

Indeed, to manage a culture change across the country requires a strategy with variable geometry according to the environments and the different challenges in each province. The scope of the issue will be facilitated by the external, neutral and new point of view. Teams in the field will be more motivated and stimulated to continue working, while different situations will be managed, and the frustrations will decrease. To proceed without a professional in change management would mean that the change will be longer to implement and that the teams in the field won't be able to address all the issues, creating a negative effect about the strategy, possibly compromising the implementation of the change.

Recommendation #5: recognition program for inspiring feminine role models

To be inspired by women who are successful or stand out by the way they are in the community can stimulate other women to give the best of themselves and allow the community to discover and see themselves during the recognition events.

To keep the virtuous aspect of this way of recognition, and to guarantee equal opportunities for each participant, it is preferable to regulate the criteria that will be evaluated or recognized. We recommend the use of a working committee to define the criteria to assess, followed by a selection process (for the nominations and the selection and evaluation committees). The next step would be the validation of the process by upper management and the approbation of the Boards of Directors. Finally, the testing of this recognition program will be managed during the recognition events. The communications team will make sure to send good messages and to convey a good state of mind in relation to the new **culture of a strong and good feminine team**.

5. Next steps

To keep on track with the strategic plan and its realization, while keeping into account the impact of the Judo Canada Women's Summit in June 2018, we propose to think about the **potential solutions discussed during the Summit** concerning the existing plan, to **choose the priorities** and to communicate them efficiently to the attendees, the absentees, and partners.

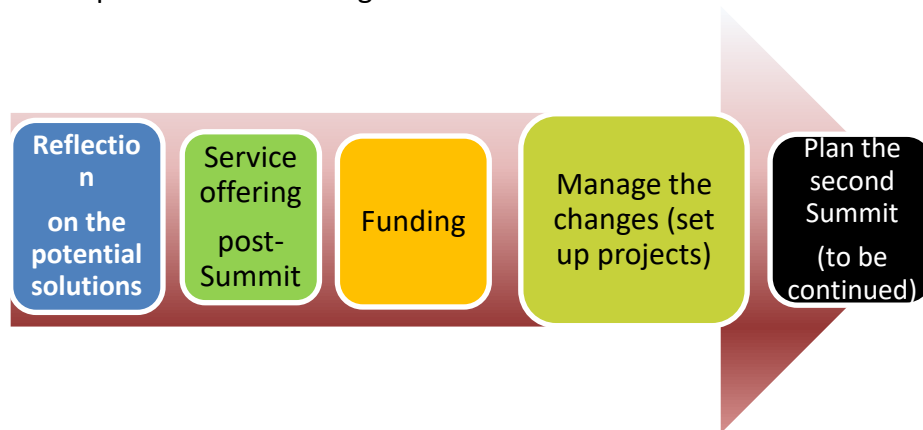
This reflection will allow the planning of a **service offering** to keep girls in sports while making sure that the plan fits nicely into Judo Canada strategic thinking.

Then, the projects can be presented to get the necessary **funding** from the funders. Once financed, the **projects** will be tested, and a report will be produced. Considering the score and complexity level of these projects, we suggest to manage this phase like the change management. This will ensure the success of the undertaken projects.

Judo Canada is a conductor who anticipates the changes to come, plan them and accompany them so that the Summit can be followed by a fermata that unifies and rallies the stakeholders!

The continuation of the Summit could happen in the form of different events, like a working group or something else, at a frequency judged adequate by the decision-makers.

These steps are represented in the diagram below.



6. Conclusion

In a context where the participation of women in judo in Canada falls under 30%, both in the grades and in the structure, the Women's Summit on June 15-16, 2018 in Montreal was very interesting. Indeed, this crossroad for exchange, focused on the future, responds to an important issue in judo.

The gathering of female athletes, coaches, referees and staff members to update their knowledge and to take part in discussions about the presence of women in judo and the best practices to keep them involved was highly appreciated. The federal government is making funds available to improve the situation, and this first collaboration allowed us to identify five general orientations.

- Axis 1: Develop management and leadership in the practice of judo. Make sure to coach girls properly during puberty and to support them to keep them in judo. Think about and analyze mixed judo practice. Explore the development of female categories vs mixed categories. Develop trainings and educate the community on the latest findings to improve the practice of judo.
- Axis 2: Improve the gender balance between men and women in the organizational structure.
Allow women to fill decision-making and organizational roles. Develop specific training programs with pathways, if needed, to access those roles.
- Axis 3: Oversee and management the career transition for athletes.
Create a program of excellence for women, similar to the NCCP. Facilitate the end of their career for that they can enter the labour market more easily after the period of their life in which sport was the priority.
- Axis 4: Manage the changes to have strong teams of female judokas.

This transversal orientation will guide the project to ensure the cultural change. This change is about the entire judo community.

- Axis 5: Set up recognition program for inspiring feminine role models
Establish selection, recruitment and recognition processes for feminine role models.

The Summit was a success: synchronicity, crossroad for exchange, focused on the future.

These two days were focused on the athletes and their needs, as well as the need for a framework for knowledge in nutrition, psychology, how to manage unethical situations, trainings on the resources available about respect and how to make a personal development plan.

The conversation is open for a cultural change regarding respect, differentiated pedagogy for female athletes, in which the mixed model is questioned, where women want to break through the glass ceiling and be equal to men professionally in their sport. The latest findings in nutrition and female psychology were shared.

Of course, making women move forward in the practice of judo, in the organizational and decisional structure, facilitating their progression and their after-career transition goes through education, training, support and encouragement to celebrate each victory. The cultural change will affect the entire judo community: women, men, parents, athletes and stakeholders.

The first mandate of the management team and the Boards of Directors will be to reflect on the priorities and to make the necessary changes in the current strategic thinking. This work will translate into a clear action plan, in conjunction with the 5 axis, with a deadline and specific and realistic performance indicators.

The search for funding and the guiding of the project will be happening long term.

The project is ambitious and its implantation will be happening during one or two decades, considering the scope and the complexity of the changes. The management is ready for such a challenge. 2018 is the beginning of a new era for feminine judo in Canada!

Appendix

Appendix 1: Provenance and roles of the participants

Appendix 2: Data sheet on routines

Appendix 3: Action plan

Appendix 1: Provenance and roles of the attendees

| PROV | Last name | Name | Implications |
|---------|------------|---------------|--|
| PI | Macdonald | Sandra | Referee/coach |
| SK | Filteau | Nancy | Coach |
| SK | Cotton | Amy | Coach |
| ON | Sheffield | Aartje | Ontario Chair/referee/coach |
| QC | Leroux | Emilie-Claude | Women Leadership Committee member/Judo Canada employee |
| QC | Chisholm | Marie-Hélène | Chair of the Women leadership Committee/Judo Canada employee |
| Nunavut | Grenier | Marie-Claude | Provincial Chair/coach |
| QC | Renaud-Roy | Alix | Athlete/Women Leadership Committee member |
| Yukon | Ockedahl | Bianca | Coach/Judo Canada Board member |
| ON | Cheng | Shu-Tai | Women's Representative on Judo Canada Board |
| QC | Couture | Diane | Referee/referee's representative on the Women Leadership Committee |
| BC | Hanson | Donna | Chair of the Women's Development Committee in BC/coach |
| AB | Thorton | Tammy | Referee/involved in women's committee in Alberta |
| ON | Gosselin | Nathalie | Involved with Judo Canada |
| On | Monica | Morishita | Blogger for Judo Canada |
| QC | Hunting | Tiffany | National team head therapist |
| AB | Whiltshire | Laurie | Coach |
| ON | Young | Carline | Women's Committee in Ontario/coach/referee |
| QC | Pearson | Isabelle | Women Leadership Committee Member |
| QC | Mailhot | Sarah | Judo Canada translator |

Appendix 2: Data sheet on routines

| Routines | | | | |
|---|--|--|--|--|
| - Prep | | | | |
| - Eat | | | | |
| - Individual Mental Prép | | | | |
| - Equipment | | | | |
| - PEP Talk | | | | |
| - Warm up | | | | |
| - Taping injuries | | | | |
| - Ckecklist for tournament bag. | | | | |
| - Travel plans routine same pillow...etc. | | | | |
| - Rituals ex: lucky underwear. | | | | |
| - Downtown meeting (non competition related). | | | | |
| - Warm up partner (availability) | | | | |
| - Be in the zone. | | | | |
| - Sleep. | | | | |
| - Video music. | | | | |

Appendix 3: Action plan

Summary of the ideas suggested during the 2018 Summit

Ethics

- Have a number to call in each province for violent situations
- Display posters in female locker room to educate about unethical behaviour

Training

- Training on unethical situations
- Training for coaches and validate their accreditation only if educated on ethical behaviour
- Training for female athletes and coaches on nutrition, psychosocial factors, coaching, respectful communication
- Create a training curriculum (NCCP) with pathways to help women reach the international level with mentoring and coaching
- Have conferences on nutrition

Networking, interpersonal communication and communication

- Networking between the organizations and agencies about ethics in sports
- Registry of sanctioned/suspended coaches
- Send booklet on nutrition in each club/in each province
- Have a kiosk with information on nutrition during major events
- Have a provincial registry with sports nutritionists
- Have meetings with provinces, regions and teams on nutrition
- Introduction of new athletes by the coaches in their team

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- Identify acceptable and unacceptable behaviour
- Oversee the safe management of weight around competitions (7% a month before, 5% two weeks before)
- Allow a budget for nutrition in each province
- Launch a recognition program for feminine role models in all levels
- Have feminine categories in all levels