

HE WORKS, SHE WORKS

BUT WHAT DIFFERENT IMPRESSIONS THEY MAKE

Have you ever found yourself up against the old double-standard at work? Then you know how annoying it can be and how alone you can feel. Supervisors and co-workers still judge us by old stereotypes that say women are emotional, disorganized and inefficient. Here are some of the most glaring examples of the typical office double-standard.

The family picture is on HIS desk:
Ah, a solid, responsible family man.

The family picture is on HER desk:
Hmm, her family will come before her career.

HIS desk is cluttered:
He's obviously a hard worker and a busy man.

HER desk is cluttered:
She's obviously a disorganized scatter-brain.

HE'S talking with co-workers:
He must be discussing the latest deal

SHE'S talking with co-workers:
She must be gossiping.

HE'S not at his desk:
He must be at a meeting.

SHE'S not at her desk:
She must be in the ladies' room.

HE'S not in the office:
He's meeting customers.

SHE'S not in the office:
She must be out shopping.

HE'S having lunch with the boss:
He's on his way up

SHE'S having lunch with the boss:
They must be having an affair.

The boss criticized HIM:
He'll improve his performance.

The boss criticized HER:
She'll be very upset.

HE got an unfair deal:
Did he get angry?

SHE got an unfair deal:
Did she cry?

HE'S getting married:
He'll get more settled.

SHE'S getting married:
She'll get pregnant and leave.

HE'S having a baby:
He'll need a raise.

SHE'S having a baby:
She'll cost the company money in maternity benefits.

HE'S going on a business trip:
It's good for his career.

SHE'S going on a business trip:
What does her husband say?

HE'S leaving for a better job:
He recognizes a good opportunity.

SHE'S leaving for a better job:
Women are undependable.

WOMEN IN LEADERSHIP

ROLES AT AKC

Women in Leadership Roles at AKC

Founded in 1884, the American Kennel Club (AKC) is this nation's largest purebred dog registry, promoting the sport of purebred dogs and breeding for type and function. As such, one wonders why there are not more women in leadership roles at the American Kennel Club? Although there are endless clichés comparing women to men, many are based on perceivable behaviors and attitudes, also facts. Facts that researchers have found

instrumental in how women are perceived and how they are received. I am not speaking exclusively about daily life interactions but respectfully about women in leadership positions guiding organizations through the twentieth and twenty-first centuries.

I have always been very curious why the AKC has launched or promoted so very few women to key leadership positions such as President, Chairperson and Directorship. I discovered an article *Women in Leadership: A Delicate Balancing Act* written by author Hilary Lips to be compelling exploring the less than symbiotic gender relationship and women leaders' experiences. I'll discuss the details on the intriguing findings in a moment. In abstract, the article explores and postulates that acceptable scripts for women in

powerful roles are still rigidly defined and easy to violate -- by being too pushy or too soft, too strident or too accommodating. It seems all too easy for women leaders to run afoul of their constituents or colleagues by deviating from the narrowly defined set of behaviors. I discovered that although Lips premise's seem relevant why there is a lack of evolution of AKC women leaders, I also became aware of an unexpected reality and major

stumbling block which presents itself at the conclusion of my discussion. To begin, I use this accompanying lampoon strip from *Paths to Power, A Working Women's Guide from First Job to Top*

Executive written by Natasha Josefowitz as an amusing but appropriate introduction into this conversation.

Let us consider first the little known historic, consequential and stunning fact that AKC did not admit women to serve in the Delegate body until the 1970s. On March 12, 1974, a motion to allow women to serve as delegates was seconded and carried by a vote of 180 to 7. At the June 1974, meeting of the AKC, the first women delegates were elected: Mrs. Carol Duffy to represent the Mid-Hudson Kennel Club; Mrs. Gertrude Freedman to represent the Bulldog

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Mrs. Elaine Young



Mrs. Judith Daniels



Mrs. Deborah Lynch

Club of New England; and Mrs. Julia Gasow to represent the English Springer Spaniel Club of Michigan. They attended their first Delegate's meeting in September 1974. This is in stark contrast to our nation's Women Voting Rights as guaranteed by the passage of the nineteenth amendment in 1920. For women born in and from Generation X, Millennials or Generation Y, the following is difficult to accept, but it is true. It took the AKC corporation 54 years, after the passing of the nineteenth amendment, to officially acknowledge and appreciate the contributions and opinions of its nucleus membership, women.

I set about interviewing several women who have held leadership positions within the AKC. Respected women who freely gave me their time and opinions, they answered my questions with forthrightness and courage in their convictions, all of which I admire. Three women who strove for progression having similar sentiments that by using their strengths, accomplishments, expertise and compassion, resolved to develop and provide tools to breed better animals. These women dedicated their time for the betterment of all dogs, this is not just rhetoric bandied about as talking points. Foremost these women, with earnest intent, accepted the tremendous responsibilities to advance the betterment of the American Kennel Club organization. In the central and primary respects, they wanted to make a positive difference

for dogs and their owners. Here, I briefly introduce the three women.

I begin with the first woman President of the American Kennel Club, Mrs. Judith Daniels. Judith has been involved in the purebred dog sport, her initial breed being the Staffordshire Bull Terrier, since 1968. She was instrumental as founding member of the parent club in obtaining the 1975 AKC breed recognition and has been deeply involved with our sport to date, including judging. Besides AKC President, she served as a Delegate since 1981, with eagerness and passion for the organization. Serving on diverse committees including, Delegate Body Nominating Committee; Judges Research and Development; Conflict of Interest; Legislative Caucus and finally, having chaired both the Perspectives and Delegate Bylaws Standing Committee. From 1991 through 1994, Judith served as a member of the AKC Board of Directors (BOD) where again she contributed to or led several Board Committees. These included Chairing both the Canine Legislation/Welfare Committee and the Judges Application Committee as well as she was a member of Finance and Corporate Business; Constitution, Bylaws and Legal Affairs and importantly, was involved in the development of the fundamental Care and Conditions Requirements. For those who are unfamiliar, AKC's Care and Conditions Requirements are the working and basic outline, guidelines, meant as a basis for helping

individuals to ensure that dog care practices are performed and housing facilities are maintained in a safe, humane and responsible manner. In June 1994, Judith joined the AKC staff as Executive Vice President serving in this capacity until February 1995, whereupon she was appointed AKC President by the AKC Board of Directors. During this time she set in motion a new structure and approach to leadership instituting a number of key changes as her expertise was professional management. A few programs that she initiated or implemented during her tenure were the Corporate Management Committee; the DNA Pilot Program while continuing its pivotal research; the Microchip Pilot Program; the Canine Good Citizen Program; expansion of the Earth Dog Program; kickoff and promotion of the Agility program, and the 1st National Obedience Championship. With something approximating eerie foresight, she emphasized Public Relations by increasing its budget and continuing such prudence, she promoted the AKC Legislative Department Manager to the level of Vice President whereas before, this manager only reported to the Vice President of Communications. International relations were also a priority as she fashioned better connections by practicing regular meetings with The Kennel Club and FCI. Another little known fact is that Daniels, at behest of the AKC Board, spearheaded the search and negotiations for real estate sourcing out 100 acres that the AKC

Corporation bought in North Carolina. The plans were to build a Corporate Building, a complete facility in which the entire corporation could be located including a special auditorium for Delegate meetings and to move the *Museum of the Dog* back to AKC Operations. Further, the plan was to contract with a hotel chain to build a hotel on the site creating a permanent show grounds for National Specialties and other AKC events. However, in the following year of 1996-1997 -- after Daniels dismissal -- this plan was scuttled and the AKC Board of Directors sold the property, realizing a one million dollar profit.

Judith served as President until March 1996, after which the new AKC Board of Directors declined to reappoint her to the position. Armed with a Masters Business Administration (MBA), not only was Judith the first and only woman President, but the first President from west of the Mississippi. During our conversation, she states that people often commended her on breaking the glass ceiling. Whereas, her poignant reply was the ceiling actually was made of tempered steel and indestructible. On the outset, she appears to be correct considering that her expertise and first-rate qualifications she brought to the table were left unexploited, save for a brief incumbency, and importantly, there has not been another woman president since. Were Daniels a man, would she have been reinstated as President? Such a general lack of reasoning leads me to wonder why, especially if such person's credentials

included bringing significant financial gains to the table, such as the million dollar real estate investment profit and a two-million dollar signing bonus from First Interstate Bank for the new Affinity Credit Card that Daniels negotiated and implemented. I can only postulate the answer to this question. Today, Judith and her husband Bill own and operate a successful California business with a client list including the Disney Corporation -- their biggest client -- as well as other movie production studios.

The second woman I interviewed was Mrs. Deborah Lynch. In 1995, she was the first and founding Executive Vice President of the AKC Canine Health Foundation (CHF) leading the organization to develop research grants with 27 Veterinary Schools. Under her leadership, CHF developed a nationwide network of volunteers, grew an annual fund of \$3 million dollars and become the major non-governmental funder of the canine genome map. Deborah Lynch received her Masters Degree in Social Science Administration (MSSA) and following an internship in the United States Senate, where she worked on the passage of the first *Women in Science Bill*, she was Senior Planning Associate for United Way Services in Cleveland, Ohio. She was appointed by the Governor of Ohio and staffed the investigation of the Cleveland Psychiatric Institute. As a member of the Society for College and University Planning she has made presentations and consulted on creative strategic planning and mission development for

several non profit organizations, including the development of the Mandel Center for Non Profit Organizations at Case Western University.

The mission of the American Kennel Club Canine Health Foundation, Inc., is to advance the health of all dogs and their owners by funding sound scientific research and supporting the dissemination of health information to prevent, treat, and cure canine disease. The Foundation established a series of goals as well as a strategy for achieving these goals. Deborah Lynch was a well suited candidate to oversee the visionary goals as described above. She specialized in nonprofit organizations, specifically mission development, strategic planning, as well as development opportunities. The latter is lingo for fund raising, a critical area without which nonprofit entities would not exist. Deborah worked with the top echelons of the canine scientific research and donor community and was instrumental in securing funds underwriting the CHF's future. In 2003, Mrs. Lynch was dismissed from her position as founding Chief Executive Officer of the AKC Canine Health Foundation. Today, a member of the "Who's Who in American Women" for the last two decades, she has earned several awards and recognition for marketing, film and writing projects. She is currently a writer, consultant and recently concluded her term as President of the Keeshond Club of America.

The last, but most certainly not least, woman I interviewed is Mrs. Elaine Young. Elaine was one of the first AKC women board members serving in this capacity from September 1985 (she was originally appointed to fill a vacated seat) until March 1996. Born in British Columbia, Mrs. Young, a Track and Field athlete in the 1948 and 1950 Summer Olympics represented Canada in both the Olympics and British Empire games. Elaine who has lived for decades in Seattle, Washington has

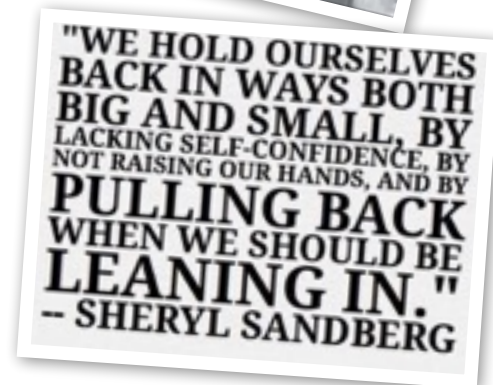
I discussed with each woman the issue of being accepted into the leadership ranks of the AKC fraternity, we discussed their receptions, personal experiences, interactions, skills, achievements, and their highs and lows.

been a news writer and provided public relations and media promotions for numerous nonprofit organizations. She is also a past Board of Director member of The Dog Museum of America, the Seattle Woodlands Park Zoo, The Seattle Mayors Commission, and the University of Washington School of International Studies. She was the former Treasurer of the Seattle Kennel Club for over 30 years and served as their AKC Delegate for 17 years. From the beginning, Elaine entered this world caring for and loving animals. From a very early age, she competed with the family's livestock at countless competitions and in the early 1950s, she began her AKC lifetime career with Scottish

Terriers. She served for nearly 12 years on the AKC Board of Directors, and lost her reelection campaign in 1996. Elaine's strengths lay in her public relations experience which she utilized while running for elective office. Today, Elaine is an active judge presiding over World Dog Shows, FCI and AKC shows for 50 years now and at present is the owner and manager of KEY Design Firm.

I had absorbing conversations with each of these three women and delved deeply into the "the delicate balancing act in which cultural femininity overlaps with leadership" as Hilary Lips states in her aforementioned article. I discussed with each woman the issue of being accepted into the leadership ranks of the AKC fraternity. We discussed their receptions, personal experiences, interactions, skills, achievements, and their highs and lows. We debated the assumption and necessity that in order for a woman leader to be successful, she must conform to two conflicting sets of expectations, requiring higher standards than her male counterparts. Much of this is poked fun at in the relevant comic strip but rings true in many corporate environments.

Our conversation began with the first research finding Hilary Lips provides in her paper. Power operates as a social structure made up of numerous practices that maintain a cultural system of dominance. Further, responses to women and men in leadership roles are conditioned by a social structure traditionally dominated by men.



Women in leadership roles elicit different responses than do men.

Indeed for this triad, on at least several occasions, this was no exception. Judith Daniels' Presidency was fleeting, yet not unanticipated by this savvy business leader accomplishing much in the time she had. As President, she did not expect to be appreciated, being an outside interloper. However, Daniels did hope to earn respect and generate support from her direct reports policy. Even so, as she recounts, it was not forthcoming by more than one of the men. Acceptance of a woman as AKC President was another issue. Before Daniels took office, one AKC Vice President took medical leave and never returned. Yet another sought an early retirement shortly thereafter. During Deborah Lynch's Canine Health Foundation career, she too experienced varying reactions and responses on several occasions. Being that the AKC was both CHF's largest donor as well as Lynch's employer as Chief Executive Officer -- the only paid position on the CHF Board -- Lynch believed there was a subset of one or more individuals with unrealistic expectations and negative emotions towards her expertise, judgement and performance. She recalled one presentation which included estate planning for the foundation in which one male AKC Board of Director, who was unversed in foundation fundraising, orally hammered Lynch repeatedly on a specific endowment demanding why projections were softer as the years were extended. He was unsatisfied

with Lynch's explanations until finally, another male director interrupted and supported Lynch's position. This is another episode where one can sensibly ponder, if the genders were reversed, would the AKC Board continue to suffer a pugnacious female board member who was unwilling to listen, as they apparently did of this male director? Or, would a female have been quickly forced out?

On the interesting subject of women eliciting different responses, I discussed this at length with former AKC Board of Director, Mrs. Elaine Young. Although while serving on the Board she was indifferent to the need for likability, her contribution and management style could best be described as compassionate, sensible, pragmatic and when necessary, very accommodating, as long as it was in the best interests of the sport and dogs. Elaine enjoyed a very comfortable and amiable relationship with the majority of the male directors, however she found herself portrayed in a dog media outlet as "The Queen of Mean." On the topic of how men react to women, she recalled one memorable incident that took place during an AKC Board of Directors Meeting when she had to use the restroom. Upon her return she was confronted and publicly scolded for taking too long. As often is the case, in my experience at least, men can often be blithely oblivious and this occasion is a good example. What went unnoticed by the male dominated Board was that there was no women's bathroom -- only men's -- on the executive management floor

where board meetings were held. As a result, Mrs. Young had to go to an entirely different floor to access a women's bathroom. Hilary Lips discusses the perceived incompatibility between the requirements of femininity and those of leadership, especially in the eyes of many men. These aforesaid examples are "snap shots" in time and though they may not represent what transpired on a daily basis, for these women they were real and varying obstacles to hurdle. Were these narrated incidents and behaviors born of disesteem for these women or simply obtuse behavior?

Women are expected to combine leadership with compassion. Hilary Lips writes that women leaders stimulate a different reaction than a male leader because of learned expectations, shaped and supported by the surrounding social structure, that invalidate and undercut women's attempts to be effective, influential and powerful. Researchers have found that people think 'male' when they think 'leader' and that this result transcends many cultural differences. Lips maintains that women, for the most part, are required to soften their leadership styles to gain approval of their constituents while men face no such necessity to be agreeable while exercising power. Women who lead with an autocratic style are the targets of more disapproval than those who enact a more democratic style. Though men may choose the autocratic style with relative impunity.

When women demonstrate competent leadership within an explicitly masculine arena -- something that often requires the application of a 'harder' leadership style -- they are often disliked and disparaged.

In the case of former AKC President Judith Daniels, Lips assertions seem to be tailored-made for describing her tenure. Judith's seasoned business assessment was that the AKC Senior Staff was more a fraternity than a Corporate Team. Recognizing this, she fully understood her fragile position and determined from the beginning to not lose sleep over what she could not change. Hers was a brief, twelve month term in which to be effective and describes her leadership manners as more democratic, forthright with clear direction and instructions for staff, but inclusive and welcoming. She did not cajole or placate and got on with the job at hand as positively and forcefully as possible. She did not modify or temper her management manner because she was a woman in a traditional man's role. Judith admitted that, of course, she was sure that some perceived her as pushy or too harsh, this coming from not only the men, but also a few of the women staff. Daniels states that she has learned from long experience that women are sometimes rejecting of women leaders because they are comfortable in their traditional roles, and perhaps fear that they, too, may be expected to step up.

On occasion, Deborah Lynch felt uncomfortable with a few women board members who were

hypercritical of her, commenting that she had not faced that degree of gender hostility before in her previous business experiences. She points out that because women are not enthusiastically welcomed into this "old boy's club," in reality, many women feel it necessary to temper their responses. Women either have to be accommodating or behave like a man. Most women she feels, have to 'go along to get along' in what sometimes may be a unique, pernicious environment where they have to be tough, thick-skinned. Deborah theorizes that eventually some women leaders, while working in traditionally male dominated and unsupportive environments, are occasionally forced to stand up for their principles. A woman plays a chip and eventually, there comes a time when she runs out of chips to play, which was very similar to Lynch's reported experiences. Nonetheless, Lynch praises a number of the scientific community's male leaders, the Parent Clubs, and several CHF Board members for continuously supporting her and other female colleagues.

People do not listen to or take direction from women as comfortably as from men. Hilary Lips explains that Field Studies of small group meetings in organizations show that women leaders are targets of more displays of negative emotions than men leaders, even when both sets of leaders are viewed as equally competent. Furthermore, and very intriguing, these group members were not aware that they were treating

would-be female and male leaders differently. Lynch's previous alleged encounters as CEO of the Canine Health Foundation are considered an example of negative responses towards a woman leader despite her significant nonprofit expertise. With a sense of forlornness, Deborah reflected that there were times when she never wanted to change her sex gender so much in her life. This being a remarkable admission from an experienced, nonprofit business expert armed with an MSSA. According to Hilary Lips, researchers have documented that trivializing demeanor, as experienced by Lynch, is commonly reported by women. In studies, belittlement, frowning, looking away, outright ignoring women's comments and suggestions are common as compared to the same scripts from would-be male leaders who are met with attention, nods and smiles. Lynch, a seasoned professional having interned in the United States Senate, where she was the only intern to offer and pass an amendment to a Bill in that session, added that AKC backroom administration and politics far exceeded her experiences as an intern in the United States Senate -- a body frequently described as the most powerful "boy's club" in the world. Former AKC Director Elaine Young was not immune to these challenges as she added that on one or more occasions, her dialogue with one male AKC Director was verbally challenging, to say the least, nearly futile.

Women who promote themselves and their abilities reap disapproval.

A nonprofit CEO is the face and voice of an organization and is an especially important duty if the CEO represents a very high-profile organization such as the Canine Health Foundation. It is the CEO's responsibility to be the spokesperson for his organization and regularly is interviewed by magazines and reporters, as well as communicating news and changes in a positive and timely manner. As former CEO of the Canine Health Foundation, Deborah Lynch shared that

on one or more occasions she was accused of being too quoted, too visible. Hilary Lips explains that women who act more confident and assertive than is normative for women run the risk of disapproval and are less likeable.

Research demonstrates though that men who promote their own accomplishments do not reap the same mixed outcomes; self promotion brings them higher evaluations of competence and likeability. Deborah Lynch believes there is an imaginary line for women leaders who self-promote and if women cross it, problems may arise with typical reactions describing such women leaders as pushy, aggressive, and overbearing.

Women require more external validation than do men in some

contexts. Lips states that given the issues so far, it is not surprising to learn that, in order for women to be accepted in leadership roles, they must often have external endorsements. Particularly in competitive, highly masculine contexts, simply having leadership training or task related expertise does not guarantee a woman's success unless accompanied by legitimation by another established leader. Deborah Lynch's experience, while interviewing for the position of CEO of the AKC Canine Health Foundation, was no exception. She

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interviewed, to the best of her recollection, at least eight separate times for the position which she found surprising considering her credentials. Additionally, after assuming her position Lynch received and retained valuable support from

several male CHF Board members facilitating her successes. Ms. Young's service to the Board began with the endorsement of former AKC Board member William Bergum and was supported and continuously endorsed by former AKC President William Stifel. As Elaine recollected, Stifel was reportedly instrumental in endorsing several key women over the years, such as Mrs. Jackie Hungerland and Ms. Patti Strand. After taking office, former president Judith Daniels sought and received endorsement of her leadership skills by enlisting the consulting



expertise of the National Executive Service Corporation (NESC) -- an organization consisting of senior executives who are committed to giving back to society offering their experience and skills to nonprofits. Daniels adds that although she did not seek legitimization in her leadership role, she did receive such from the contracted services of the NESC, along with her having William Bergums' staunch support.

Reacting to the Reactions: How does leadership appear and feel to women? Lips maintains that there is evidence that women are more aware than men of the potential costs of leadership. Women do worry about the contradictions between acceptable feminine behavior and the requirements of powerful positions. Clearly, she continues they recognize the near impossibility of softening one's image while maintaining the air of authority, determination and competence necessary to convince others that a woman can exercise strong leadership. This may explain why some women rate such leadership positions as less than positive than men do. It seems, according to research findings, that women view a potential for being very unlikable in such roles, using such words as opinionated, dominating, power-hungry, mean, bossy, direct and aggressive.

During my conversations with these three former AKC leaders, we discussed and they each independently concurred on one of the reasons why there are not more women running for office. Elaine

Young's comments are profound explaining that women by nature tend to be shy, reticent. Most were not raised for leadership roles, much of her generation were raised to become good wives and mothers. Indeed, it is true that depending on the cultures and impact of the generations, her age group was not one who was associated with rejection or the redefinition of traditional values. Notwithstanding, Elaine had a strong grandmother as a role model who instilled equality and the motivation to succeed as she added, "I always have gotten what I wanted."

Elaine believes that women may not have the time to devote to such roles because of their value to home and family. Former President of the AKC Judith Daniels no-nonsense response is that many women are afraid. Having observed many women in leadership roles, some appear uncomfortable. Daniels postulates that perhaps they doubted their capabilities, feeling unworthy. In contrast, Daniels noted that she has never met a man in a leadership role who didn't feel totally capable and worthy of being there.

Having never met the women in this article, Hilary Lips crisply voices the obvious for our three women and maintains that women do find rewards in leadership roles. She speaks of a sense of competence and of positive impact and the opportunity to empower others. These rewards help compensate for the heavy demands and the caution demanded by the contradictory expectations associated with their leadership roles. However, there is no telling how many women

never get to this point -- turned away from aspirations to leadership because of the difficulties and costs they anticipate. In the case of Elaine Young, she served for nearly twelve years on the AKC Board of Directors and stated it was enormously fulfilling. She did so despite the costs to her personal and professional life and describes it as a labor of love as she had very worthwhile accomplishments. Today, in large part due to her love for the sport, Mrs. Young maintains that competitive, purebred dog events is the greatest sport available providing opportunity for all. On a personal note, Elaine shared that she also wanted to further women causes by participating and serving in a leadership role. A role certainly not without frustrations but she felt it necessary serving as a precedent for women. She concludes by expressing how terribly unfortunate it is that this organization still has not had a woman chairperson or additional presidents.

Daniels very much loved the work, having a great sense of accomplishment in a number of areas. She worked hard for the good and well-being of the corporation's future, and tried to inspire others. In truth, she had warm receptions from the overwhelming number of exhibitors, breeders, judges and club members, the majority of which were women. She worked hard to 'humanize' the organization as she states many in the sport perceived the AKC (in my opinion still is prevalent) as the unapproachable "Ivory Tower in the East."

Deborah Lynch's retrospective is that her life's career led her to this exciting and fulfilling job; it was serendipity and her contributions, passion and love for purebred dogs contributed towards a better place for them in our world and for us as well.

All three women are unanimous on the moral of this discussion and felt strongly about the options available to support and advance women's interests along with the AKC's. Consider that never in the AKC Board history were there more than four women members of the twelve to thirteen member board, and at present in 2013, there are only two female members. This, in spite of the data showing the AKC Delegate Body is composed of 60% Women Delegates. Moreover, consider that women comprise



67% of the Delegate Standing Committee Chairs, approximately 50% of Conformation Group Judges and 67% of Obedience/Rally/Tracking Judges.

The stumbling block I alluded to in the beginning of this article is the Delegate Body and its women majority. In my opinion, they are enabling the arrestment of qualified

females to leadership positions in the American Kennel Club Corporation and are responsible for the poor advancement of women leaders. Those in disagreement to my opinion cite the conventional defense that gender is irrelevant when deciding who is the best individual to elect to the AKC Board of Directors, as well as Chairperson. They use this as exculpation, but I find this notion dubious and am unable to subscribe to this theory.

If we were to accept this explanation, then we are united in the belief that the minority of men in the delegate body are better qualified to lead the AKC organization than the women majority. A nonprofit corporation that has, to date, been the recipient of incontrovertible, to be sure prolonged controversy and financial failings but also and what is more important, momentous loss of public status along with its precious vision and progression. The AKC has lost revenue, registrations, the ongoing public relations war, and functions amongst significant strife particularly with its core constituents on how the organization has been and is being operated.

In researching this discussion, I reached out to the AKC Human Resources Department on two occasions for research information on women serving in leadership roles serving in any capacity such as: AKC Director, President, Executive Vice President, Officer or in other capacities such as Chief Financial Officer, and Head Counsel for the past 30 years. Both my electronic email requests were unanswered until I finally received a call from AKC Communications Director Lisa

Peterson who stated that my inquiry was forwarded to her. Peterson replied that human resources personnel files were confidential and they would not be able to share any information with me for this article.

Since I had low expectations, I was not surprised that I was denied information on the status, present and past, of women in this brotherhood organization. Mostly, I deem the AKC's Communications department as a contradiction in terms owing to their operations. It is important for me to state that this article does not diminish or criticize the achievements and continued hard work of the women who were not interviewed. This includes the extent of women who have served, both past and presently employed at AKC, over these many years. In truth, my article is a recognition of their talents and triumphs because they have endeavored to succeed in spite of the male coalition.

After I was denied assistance from the AKC Human Resources and Communications departments, I chose not to persist interviewing any current women employees, General Counsel or women leader(s) of closely affiliated organizations. After considerable deliberation, I firmly believe that if any of these women agreed or received permission to be interviewed, they could not be candid regarding their current workplace experiences nor could they share, if any, situations involving gender obstacles or possible bias.

These three women I did interview served some ten to fifteen years past but time has in no way diminished their contributions, experiences or opinions.

In truth, the expanse of time has served to highlight the problems even more superbly because today, little has changed for women in key leadership roles at AKC. Today, the facts are indisputable being that the AKC still has not had a woman chairperson and has had only one woman president.

Leadership is more than just control, in the case of AKC, it is best defined as male administration domination. Women are unique in a multitude of attributes and general attitudes. Without these, the AKC nonprofit organization's capabilities are at a disadvantage. Skilled women leadership varies from men in areas of poise and polish, approach, foresight, compassion, persuasion and collaboration, and communication. Traditionally, women also have a strong sense of community that brings people together along with a well-developed intuition. There is a lack of AKC executive leadership to encourage women to Co-officiate.

The old boy's network today is still very real in our sport. We need look no further than Westminster Kennel Club whose ranks visibly do not include women, yet this kennel club maintains that it is "America's Dog Show." How ironic that this revered institution claims such lofty, patriotic status while the preponderance of fanciers, exhibitors, and breeders are women. According to cited demographics from AKC Delegate Meeting Minutes, 75% of breeders are women. What's more, women make up 72% of purebred dog buyers.

Westminster is not the only club in the United States that does not allow women members. AKC Delegate Simon Dickerson pointed out at the

January 2005 AKC Delegate Meeting there were supposedly ten clubs that still deny membership based on either race, religion, or gender. Both statement and its facts were undisputed and the AKC Chairman and President were unresponsive. Additionally, at the June 2007 AKC Delegate meet Dr. Bryant Freeman raised this important issue, while recognized by the Chair, of discrimination against women in several AKC member clubs, in which he received a polite thank you. The AKC social structure is male-dominated and this needs to change, not for the sake of change but of urgent necessity. The AKC requires a culture change so it can adapt to an evolving landscape and begin its maturation process all over, a rebirth if you will. This will require a significant increase of women leaders in key roles.

We are united that these bodies are both morally and dutifully bound to produce new goals for gender equity. Deborah Lynch discusses today's obligation and necessity for new objectives by both the AKC Delegate Body and Executive Management. Lynch is not speaking of quotas but consciously staffing, integrating gender into their deliberations on staffing and promotions. She also suggests that AKC work with external constituents, scientists, corporations, and academia to achieve these goals.

Lynch insists that it takes only a few men who are unsupportive of women in leadership to dramatically affect women's advancements in AKC. Further, if such men are in positions of authority, in her opinion, success is not always achievable for women.

We need look no further than Westminster Kennel Club whose ranks visibly do not include women, yet this kennel club maintains that it is "America's Dog Show." How ironic that this revered institution claims such lofty, patriotic status while the preponderance of fanciers, exhibitors, and breeders are women.





The AKC is encumbered because it is deficient in essential skills and lacks beneficial gender integration in executive roles -- not on a small but large scale. My conclusion is that it is a masculine, regulatory and isolated administration with an intimidating atmosphere whose reputation precedes it, thereby suppressing many women's aspirations due to the preconceived costs of leadership. The AKC Delegate Body needs to act; to moderate their ingrained perceptions and recognize that amongst their ranks there are countless, qualified "women who can claim a fair share of the challenges and opportunities associated with leadership" as long as they have the unwavering, long-term support of the Delegate Body. Unfortunately, it appears that today's status quo is to silently underwrite a parochial environment; a narrow-mindedness we can no longer tolerate, nor afford.

REFERENCES: Women in Leadership: A Delicate Balancing Act: author Hilary M. Lips, Professor of Psychology, Chair of the Psychology Department, and director of the Center for Gender Studies at Radford University.

Lips is the author of *A New Psychology of Women: Gender, Culture and Ethnicity* and of *Sex and Gender: An Introduction*, as well as the award-winning *Women, Men and Power*. Her newest book *Gender: the Basics* is published by Routledge Books - 2013. The Reader may also be interested in *Graduating to a Pay Gap: The earnings of women and men one year after college graduation*, available via AAUW PDF Report. Lips work has been published in a number of professional journals, and she is a frequent speaker on topics related to women, power, and achievement. She holds a Ph.D. from Northwestern University.

To learn more about the gender wage gap, visit this section of the Center for Gender Studies.