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This analysis of gender, sexuality, and power in sport evaluates how affirmative action programs for women have been implemented in sporting organizations in Australia, Canada, and New Zealand. Based on in-depth interviews with over one hundred men and women managers and supported by colorful examples from the popular press, *Managing Gender* shows that affirmative action initiatives usually have been marginalized, trivialized, or incorporated into the corporate-managerial and masculinist cultures that pervade sporting organizations, the media, and the state. --