

**1.** Our previous class in Reutlingen was all about figuring out how we can best use our strengths in our leadership style. We took multiple personality, leadership, or strengths tests to better understand ourselves, so I came to Munich with a good understanding of my values and interpersonal talents in this context.

After completing the Leadership Orientations scale, I wasn't surprised that my strongest area was in human resources with a score of 22. However, our discussion about this test inspired me to focus more on my weaker frames and develop them. Our excursion to TSV Schliersee and virtual site visit to Munich Sports showed me the importance of having leaders with high scores in structural and political frames (the frames where I most lacked). Bolman notes that "learning multiple perspectives, or frames, is a defense against thrashing around without a clue about what you are doing or why (23). If I want to lead an organization successfully, I must approach some things with a structured plan and be prepared for various conflicts that may arise, instead of going in blind. Further, I may not be able to expand these frames unless I willingly collaborate with those who are strong in these areas so that they can help me grow. If I truly value personal and collective growth as I said in my philosophy, then I must not just be content with my high human resources and symbolic frames. Pushing myself to raise my structural frame beyond a 7 or my political frame beyond a 12 will not be easy, but it will help me develop to be a more effective and well-rounded leader.

In my leadership philosophy paper, I discussed how people-focused my leadership was, and how I was driven to help others see their own abilities. This focus didn't change, but I am now aware of the individualistic versus collectivist dilemma that exists in many influential organizations. Before taking this class, I didn't realize how much corruption was present in the PRT industry, and how various stakeholders can influence leaders to make decisions if they have enough power and money. I thought there were good, fair people leading this industry who were motivated to benefit the common good over the individual. I now view organizations like the IOC through a more critical lens, as I understand how important, sustainable changes are overlooked in favor of increasing revenue and/or personal gain.

My meeting with Florian from City of Munich Sports empowered me to find work that aligns with my values, instead of getting caught up in an organization that encourages cheating, deception and bribery. His decision to step back from mega sporting events and refocus on smaller community events was risky, but ultimately left him more fulfilled and motivated. Although he reminded me of myself and my values, I sense that there are not many people like him in this field, as he mentioned how tempting money and fame was in the mega sporting machine. The past couple weeks have been a wake-up-call that I may find myself in situations that challenge my ethics and values, and I may have to work beside leaders with different intentions than mine.

**2.** I enjoyed the session investigating participants willingness to pay for sustainable events. The research found that 60% of survey participants were willing to pay a little bit more to participate in sustainable events. The added fee ranged from 0 to 60 euros, and on average people said they would pay around 8 euros extra. Although this seems like a small amount considering the possibility of an added 50 euros, it can make a difference in revenue available to make an eco-friendly event. An example of a slightly costly initiative at an event would be alternatives to plastic. We have seen more companies stepping away from plastic straws and Styrofoam, so it was interesting to imagine this change in the context of a larger event and the potential impact it could have.

I enjoyed this presentation because it made me consider the potential for this initiative in the US. Prior to this class, I didn't appreciate the need for environmental consciousness in the PRT industry. However, as I was listening, I found myself thinking that I would probably pay a little more to participate knowing the benefits. Unfortunately, having seen the reaction to higher prices at my ice cream shop because of minimum wage increases and attempts from the company to use sustainable packaging, I know that paying more is not always well-received. I think if this initiative is successful in the long-term, leaders must follow through and show participants that there was clear action taken to be eco-friendly. As we have seen with previous Olympic games, this can be a false promise that is never actualized. For the world to believe in going green, we need to hold event organizers accountable, so they do not abuse our willingness to pay the price.

**3.** The most interesting aspect of this course was our discussion about the issues embedded in mega sporting events, and their lasting impacts. I have always looked forward to the Olympics because it feels like a "break" from political and cultural divisions and is a happy time to cheer on amazing athletes. The Tokyo games last summer were a much-needed distraction from the constant conversation about Covid cases and vaccinations. However, Kyle's week challenged us to take off the rose-colored glasses and see what was lying beneath the surface of these games.

The documentary "Mount Gariwang: An Olympic Casualty" was thought-provoking and revealed the complex and often conflicting feelings of the stakeholders involved in this event. I pictured communities being overjoyed that their city would host this prestigious event. Even though many locals in the film expressed these sentiments, it seemed as though the environmental risks were more worrisome than any benefits associated with increased tourism to the area. Kim and Chung mention that environmental campaigns and counteractions "provided formerly unknown knowledge to the public, and thus created alternative environmental discourse around PyeongChang Games" (23).

I've learned that the World Cup and Olympics are not simply sporting events anymore. Political, social, economic and environmental issues don't suddenly disappear when these events happen; they become even more prevalent in discussion. Passionate individuals can mobilize and if they are loud enough, they can challenge something as seemingly untouchable as the Olympic games. After taking this class, I suspect I will be much more curious during the time leading up to and after the events and learn more about the surrounding controversies. Previously, the location of the games would not have mattered to me, but now I am invested in the demand for sustainability. The 'Who Calls the Shots' activity was a lot of fun, and a great way to understand the conflicting opinions present when determining where these huge events will occur. Even though I was acting and arguing as a member of the organizing committee, the research we collected convinced me that the decision to host the 2026 Milano-Cortina games in multiple locations was optimal and a step in the right direction. Not only do I hope for this trend to continue in sports, but I hope that the concert and festival industries will soon follow suit.

### **Least Interesting**

The least interesting aspect was probably our visit to Olympiaworld. After researching, I see that this was the home of the 1964 and 1976 Olympics, but this was not obvious outright. I would have thought that this venue was recently constructed and had no connection to the Olympics besides the name. I also thought that the tour guide was uninterested, which affected my interest level in the tour as well. I feel as though there was excessive emphasis on what the facilities are used for today,

instead of explaining the history of them. Munich seems to have built a strong connection to their Olympic history. Olympiapark was well maintained and still used by residents, without much change to the facilities themselves. The decision to build a TUM campus on the park was a great example of blending past with present to incorporate Olympic values into modern education. However, in Innsbruck, it felt like the idea of creating a historic Olympic legacy was left behind in favor of redevelopment and focusing on new, modern sporting opportunities like American football.

**4.** Overall, I hope to be more curious and investigative with my future work and challenge myself to continuously learn. I never understood the environmental issues associated with the 2018 Winter games until we read about them, but now I am fascinated by this topic. Our discussions about ethics in mega sporting events opened my eyes to the multifaceted issues embedded into parks, recreation, and tourism. Years ago, someone had to step up and alert others to the unsustainable habits that these events were falling into. Although some may have thought it impossible to change a beloved large-scale event, their leadership has paved the way for current leaders to reshape these events to reduce the economic and environmental damages they leave behind.

I felt empowered when watching the documentary about Pyeongchang's Mount Gariwang, because making media like this is such an influential medium for education. The creator's work exposed our class to an issue we had no idea was so controversial because we are so disconnected from China's political, social and economic issues. Applying this sentiment in my future leadership would mean encouraging my teammates and myself to stay informed by deliberately seeking news from different sources and cultures, pushing us all to develop our global mindset and add to our knowledge capital.

When we first took the Global Mindset Survey, I lacked knowledge capital significantly more than psychological and social capital, which wasn't surprising. I now know how important it is to consistently try to improve in this area. I am comfortable watching the NBC Nightly News and reading the New York Times and would consider myself an informed and aware person. However, if I want to truly look at media with a global mindset, I must recognize that there is so much more beyond these familiar sources, which showcase different perspectives and issues occurring that I have no idea about.

Candace's visit to our class showed me the importance of journalists in my field seeking the truth and being driven to make a difference in their work. Although she had been trying to explain her situation for months, she admitted that the Washington Post article was transformative for her case. Journalists have autonomy to challenge what is known, popular and acceptable, leading to necessary change for individuals and society. Being a leader in communications or journalism means stepping outside of one's comfort zone and making stories covering unfamiliar groups, events or cultures to facilitate development of a global mindset in others.

**5.** I see mental health becoming increasingly influential in the sports, recreation and tourism industry in the future. Athletes For Hope said that up to 35% of elite athletes suffer from a mental illness (Kuik, 2019). My sister is a collegiate runner and is surrounded by teammates with unhealthy relationships with running and disordered eating. I have watched her struggle to view running as an outlet when she must follow strenuous training regimens and consistently evaluate her runs according

to an objective time and pace. It is undeniable that exercise is good for the body and the brain, but what happens when it's doing more harm than good?

An article in the British Journal of Sports Medicine discussed the impact of gender and sexuality, hazing, bullying, sexual misconduct, injury, anxiety and stress, eating disorders, depression and suicide, and sleep on an athlete. The study concluded that overall, there is a need for more resources to combat these struggles. It also offered examples of programs and treatments that can help address these as they happen. We have seen more professional athletes come forward about the mental health crisis they have experienced, including Michael Phelps, Naomi Osaka and Simone Biles. In the case of Simone Biles, her honesty and bravery during the Tokyo games will be more remembered than her physical performance and scores. Although their decisions to speak out have helped reduce the stigma around mental health in athletics, they shouldn't have to reach a breaking point in order for people to recognize that things need to change.

Both professors highlighted the increasing appeal of elite youth sporting events, and the rapid development of facilities to host these large youth tournaments. While skiing in Innsbruck, I saw a club competition for youth alpine skiing, and the kids didn't look older than seven. I began to wonder where the line is drawn to separate putting a child through a sport at a young age because they enjoy it, versus because the parent wants their child to become an elite athlete. Although I recognize that some children are exceptionally talented, I suspect there are a lot of risks associated with putting young kids in such a high-pressure environment, making it difficult to just enjoy playing the sport. Are we starting to create the idea that athletes exist for our entertainment and enjoyment, no matter the consequences on their mental health?

This course has made me question the ethics of Mega Sporting Events, considering all of the risks. While I have seen that leaders in recreation and sports are starting to acknowledge environmental and economic concerns, there must be more of a focus on the people that play and make it possible to have sports as a form of entertainment. Taking it one step further, these enjoyable events won't exist if we keep pushing athletes while neglecting the support that they need to have a healthy relationship with their sport.

**6.** In the future, I think it would be beneficial to include an excursion and/or lecture on tourism specifically. I think tourism does tie into recreation and sports (especially in the cities we have visited) but I would like to hear about all that goes into planning a major tourist destination, like a museum. With the emphasis on a global mindset, I started to rethink many tourism activities and wondered how they were designed to cater to so many different cultures.

In Zurich, I visited the Lindt Chocolate Factory, one of the must-do things that I saw whenever I was googling in preparation for the trip. The takeaways of this class have made me curious about how and where the idea for this destination really began, and what the team considered when structuring exhibits and chocolate tastings. What group of people was at the center of their mind when they envisioned the finished product? Are there certain people who may not enjoy the factory, and if so, why? I wonder what the most iconic and renowned tourist attractions are, what over time has made them so popular, and if other companies model them when trying to brainstorm new museums, activities, etc.

I noticed that many exhibits I have visited here often offer the information in more than one language. The Ghetto Museum in Terezin included Czech, English and German. At the chocolate factory, there were at least half a dozen language options for the audio guide, but I still noticed that

some were absent. How does this decision of the museum limit who is able to access it and enjoy it? I know I would be frustrated if I went to a popular place and couldn't understand anything because it wasn't in my language. Although it is not possible to offer every language at many destinations, I can't help but think that there are some places that are neglecting a profitable group of customers. This even goes beyond language, and can apply to various impairments, emphasizing the challenges of inclusivity and accessibility in the tourism industry. Contrasting these complexities with a recreational or outdoor tourist destination would be interesting, and would help us better appreciate PRT because of how many groups of people it serves.

## Works Cited

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