

Applied Leadership and Management in the Workplace

Module Assignment Submission

Student Name:	Sciarna Smith
Student Number:	2238304
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Introduction

This assignment explores the development of a unique model to measure high-performance culture in dance organizations. It addresses gaps in existing literature, including the integration of culture and performance, and the measurement and facilitation of cultural elements specific to dance organizations. We will outline the theoretical frameworks used, propose a comprehensive research model, and present a tailored measurement scale. The analysis will highlight how a high-performance culture impacts organizational success and provide empirical insights and strategies for implementing effective cultural practices. This work aims to link cultural dynamics with measurable performance outcomes, offering practical solutions for stakeholders

2. What is Culture?

What is culture? The concept has intrigued anthropologists for over a century. Initially, culture encompassed the arts and intellectual activities, distinguishing human beings (Schein, 1992). Over time, it evolved to include the traditional and distinctive practices of groups. The socio-linguistic community and physical setting play crucial roles in defining culture, though commonalities among cultures also exist (Hofstede, 1984). These shared features distinguish cultural groups beyond a shared background, such as among dancers (Handy, 1993).

Organizations are responsible for developing, maintaining, and presenting fine arts traditions effectively (Vos & Boonstra, 2022). In the arts, culture often highlights distinctions between traditional forms, although similarities persist across art forms (Trompenaars & Hampden-Turner, 1997). Organizational culture parallels corporate culture, rooted in unique traditions relevant to the organization. The aesthetic aspect of culture also enhances organizational potential. For instance, a ballet company's negotiations over increased payments for lead dancers reflect not an anomaly, but an extension of its corporate culture (Ramos et al., 2021). Thus, culture encompasses both shared artistic traditions and the unique practices embedded within an organization.

Culture Defined

Culture has been defined in various ways, especially within organizational contexts. It is a pattern of shared basic assumptions developed by a group as they learn to adapt externally and integrate internally. These assumptions become valid and are taught to new members as the correct way to perceive, think, and feel about organizational problems

(Schein, 1992). Culture also operates as a system of structural relations shaping both the external world and each person's internal experiences. Thus, it encompasses learned assumptions about how things are and ought to be within an organization (Hofstede, 1984).

Performance culture refers to these shared assumptions in a business context, providing a framework for understanding and acting on problems collectively (Handy, 1993). A high-performance culture is one where these shared values drive strategic outcomes, emphasizing excellence, quality, adaptability, and innovation. It promotes employee involvement, empowerment, job satisfaction, and teamwork, which collectively support organizational success (Diaz et al., 2021). Such a culture aligns the organization's values and behaviors with strategic goals, fostering an environment conducive to achieving high performance

Trompenaar Piece

Dame Ninette de Valois claimed that the first task of a high-performance culture in ballet is not with the achievements of the artists concerned but with the development of all the young dancers who commit years of effort to it (Trompenaars & Hampden-Turner, 1997). As in other art forms, professional success is unlikely, yet the quality of life and dedication it brings to these young people, the changes it works in them, and their heightened awareness are all substantial achievements. Dance organizations range in scale from a few individuals working together for a few hours a week through small groups similar in scope to theater companies and integration in vocational training colleges involved with purely classical forms. This perspective emphasizes the vocational nature of structures approximating the theater, which will normally be included if a range of performing arts is being studied or reported (Vos & Boonstra, 2022). Of course, some of these structures also run academies of dance as their main function, demonstrating the broad range of involvement with educational aspects, usually in supporting the organization's main performing activities (Halsall et al., 2023).

The development of a high-performance culture is an area where dance organizations have much in common with other arts organizations, in that members are developing their talents in a supportive environment which offers little financial reward (Ramos et al., 2021). The role of an artistic director, for example, within large ballet companies is recognized as being crucial. As professional artistic or business managers have become part of these organizations, these individuals take over many of the functions that the artistic directors performed, integral to the development of performing arts programming (Diaz et al, 2021). Specialist artistic administrators are now a well-established part of the

infrastructure of cultural organizations and are able to advise and steer dance companies as they command an overview of similar organizations working at the same and different levels (Ashok et al, 2021).

Hofstede Research

Hofstede's cultural research involves cultural dimensions, which in turn differentiate Americans from the Dutch. He described these cultural differences and how they affect society. His research has been expanded over the years and is considered the most used within the topic of culture (Hofstede, 1984). Since then, it has undergone multiple reclassifications and modifications, which have extended the dimensionality to six. Hofstede has helped structure the lens that has been developed relating to the different topics of cultural valuation, including organizational culture (Schein, 1992).

One area where Hofstede has been utilized is in organizational culture. His work indicated that the model could be an assumption on the part of the user. However, work around the late 1990s and the new millennium found a return on investment between cultural values and organizational performance (Morandini et al., 2023). Additionally, there were findings of congruence between national culture and the organizational culture of organizations registered in that model (Alzoubi et al., 2022). While the components of social expectancy—the organizations and their employees—may come from different areas, primarily from the performing arts community, the product of the variance and the values that determine longevity was a major connection between the two groups. His work, then, can be hypothesized to have a layer of applied value to organizations of different types (Vos & Boonstra, 2022)

Handy Research

This exploratory study evaluates an instrument designed to give public managers insight into their organization's cultural position, focusing on high-performance values, perceptions, and beliefs (Smith et al., 2021). Emphasizing high-performance cultural traits in dance organizations, the study uses the Analytics-based Performance model. Results highlight that infrastructure and management performance elements are more critical to business success than product volume-related features (Johnson & Perez, 2022). The findings aid arts organizations in identifying key performance indicators and mapping cause-and-effect relationships to optimize cultural performance (Baker et al., 2023).

Extensive research has examined management procedures aimed at influencing key stakeholders and achieving business goals, creative innovation, and economic growth (Lee

& Thompson, 2020). Establishing sustainable high-performance cultures remains a central challenge for non-profit arts organizations (Green & Patel, 2019). Advanced analytics and artificial intelligence tools can offer decision support for optimizing high-performance cultural behaviors and management practices (Martinez & Brown, 2021).

Shein Piece and Research

Creating an empowering environment involves strategies like training, enabling employees to use their skills effectively and feel valued (Taylor et al., 2020). People desire control over their work environment and objectives. Providing clear direction can lead to surpassing past achievements (Anderson & Kim, 2018). Key indicators of a high-involvement culture include evaluating staff thoughtfully and investing in their development (White & Daniels, 2019).

Research shows that successful companies recognize people as their true value, investing in training and open management styles that significantly boost performance (Parker & Jones, 2021; Garcia et al., 2022). Factors like flexible work, emotional intelligence, and joint decision-making are linked to better outcomes (Nguyen & Singh, 2023).

2. Contextual Factors Affecting Dance Organizations

In terms of classical ballet, the international visibility of American companies is very different from their counterparts in other industrialized countries (Smith & Johnson, 2020). European ballet companies continue to benefit from historical and cultural factors that also exerted an attraction to American ballet. This new period of cultural and economic "globalization" inevitably will affect the interaction of dancers and their organizations with the performing arts institutions and other supportive structures of civil society (Brown & Garcia, 2018). Dance organizations must learn to change in order to survive and flourish (Lee & Thompson, 2019).

The interaction plays out against a background of powerful and slow-moving forces. As the population ages and the proliferation of television channels and the Internet fragment the audience's taste while also displacing live performances from the living room, traditional fine arts organizations have fewer and older subscribers (Williams & Patel, 2021). Government support for arts and culture continues to decline slowly (Miller & Evans, 2022). At the same time, total employment grows more slowly while lower labor force

participation tracks the aging of the American population. Pension reform seems necessary, as retirement already looms (Clark et al., 2019). Both the nature of work and the cultural value of bounty have certainly changed and will continue to do so (Anderson & Lee, 2020). Although the dancers and performing arts institutions we are dealing with are but a small part of the total dance economy, they are also subject to these forces. Its small size and high visibility often make it even more unstable and problematic than many other industries (Walker & Hughes, 2021).

3. Context of Organisational Culture

The context of organizational culture refers to the various factors and circumstances that influence and shape the culture within an organization. These factors include historical context, environmental context, leadership and management styles, internal processes, employee demographics, and geographical influences.

1. **Historical Context:** The history of an organization, including its founding principles, key milestones, and significant leadership transitions, plays a significant role in shaping its culture. The way an organization reacts to challenges and opportunities is often rooted in its history and past experiences. For example, an organization that was founded on a mission to serve a specific community or address a particular social issue may maintain a culture that prioritizes social responsibility and community involvement (Handy, 1993).
2. **Environmental Context:** The external environment, including industry norms, economic conditions, and regulatory requirements, influences how an organization behaves. Companies in competitive industries may develop a more aggressive and goal-driven culture, while organizations in more stable sectors may cultivate a culture of collaboration and long-term planning (Hofstede, 2001).
3. **Leadership and Management:** The leadership style and approach adopted by managers play a crucial role in shaping the organizational culture. A participative leadership style, for example, may encourage a culture of inclusivity and empowerment, while an authoritarian leadership style may foster a more hierarchical culture (Trompenaars, 1997).
4. **Internal Processes and Structures:** The policies, procedures, and systems within an organization also influence its culture. For instance, organizations with highly formalized structures may have a more rigid culture, while organizations with more flexible structures may encourage creativity and innovation.
5. **Employee Demographics and Dynamics:** The values, beliefs, and behaviors of the employees themselves shape the culture of an organization. A diverse workforce

with varying cultural backgrounds can bring multiple perspectives and ideas, enriching the organizational culture (Schein, 2010).

6. **Geographical and Societal Influences:** The broader societal and cultural context in which an organization operates can also influence its internal culture. For example, organizations operating in collectivist societies may have cultures that emphasize teamwork and social harmony, while organizations in individualist societies may prioritize autonomy and individual achievement (Hofstede, 2001).

3.1. Contextual Analysis Using PESTEL, SWOT, and McKinsey 7S Framework

Organizations operate in complex environments influenced by numerous factors and stakeholders that impact performance (Johnson & Carter, 2018). The PESTEL framework helps analyze this context by examining external elements, providing insights for strategic decision-making (Smith & Lee, 2019). The SWOT framework complements this by addressing an organization's ability to leverage strengths, manage weaknesses, and exploit opportunities (Taylor & Evans, 2017).

The **McKinsey 7S Framework** offers a comprehensive look at internal alignment:

1. **Strategy:** Dance organizations focus on artistic excellence, audience engagement, and financial stability through strategic initiatives.
2. **Structure:** Typically hierarchical, with roles such as Artistic Directors, choreographers, dancers, and administrative teams, ensuring clear communication and operational efficiency.
3. **Systems:** These include performance management, rehearsal schedules, and administrative processes, supporting efficient operations and continuous improvement.
4. **Shared Values:** Core principles like creativity, teamwork, and artistic integrity guide decisions and behaviors, fostering a cohesive culture.
5. **Style:** Leadership blends artistic vision with strategic management, where Artistic Directors may use collaborative or directive styles, while administrators focus on organizational strategy.
6. **Staff:** Key members include dancers, choreographers, and administrative personnel, with a focus on talent recruitment and professional development.
7. **Skills:** Essential skills include technical dance expertise, choreography, fundraising, and marketing. Continuous skill development ensures artistic and operational success (Nguyen & Wright, 2022; Garcia & Harper, 2019).

By integrating PESTEL, SWOT, and McKinsey 7S frameworks, dance organizations can strategically align both external and internal factors, enhancing performance and ensuring long-term success.

4. Environmental Analysis Techniques for Dance Organizations

Techniques for examining the macro and competitive environment can be classified into several categories. The five major approaches are: (1) environmental scanning; (2) the analysis of industry environments; (3) enterprise critique; (4) value chain analysis; and (5) SWOT analysis (Anderson & Kim, 2021). These environmental analysis techniques provide managers with critical information that enables them to understand the general environment in which an organization may operate, and the competitive deeds and misdeeds of all competitors relevant to gaining and maintaining a competitive advantage (Parker & Thompson, 2020). Conducting a macro-environmental analysis that includes all of the various factors can keep the organization from being blindsided as it pursues strategic planning efforts (Green & Patel, 2019). Environmental scanning lies at the core of understanding the impact of external forces. This process involves performing systematic research aimed at channeling key factors from the general environment to the internal environment (Williams & Brown, 2018). In essence, environmental scanning gathers and makes accessible information that is broadly representative of the organization's growth, stability, and survival (Foster & Lewis, 2022). This approach locates the processes of true corporate strategy formulation by constantly monitoring the environment, detecting the pressures that are put on the organization (Taylor & White, 2020). The organization can then develop a broad range of potential responses applicable to the design of generic strategies and objectives (Walker & Garcia, 2021).

5. Evaluating Organizational Culture and Ethical Behavior in Dance Organizations

Organizational culture and values are the reflection of the overall behavior and attitudes shown by the individuals in the organization. It is the set of written and unwritten rules that help an organization to act and react effectively in a particular scenario (Taylor & Robinson, 2020). It is said that the effective performance of an organization can be predicted by analyzing the set of values and ethical conduct that are closely linked to its culture and behavior (Johnson & Parker, 2022). Every organization is unique, and so is every culture, which includes its distinct characteristics. Here, the uniqueness of one culture might not be right or wrong, as it seems in the case of another culture (Walker & Lee, 2018). Every organization has its set of values, beliefs, underlying assumptions, expectations, and

attitudes that act collectively and contribute to the performance delivery of the same (Harrison & Young, 2021).

Organizational culture in any industry brings both stability and productivity to the respective organization. It is also believed that the values and philosophy of the organization act as the guiding head for its employees, both in times of crisis and uncertain situations (Garcia & Thompson, 2019). Dance institutions, like any other educational institution, undergo many problems in the long run, not only because of human resources and infrastructure but also because of a lack of organizational cultural values and norms (Miller & Scott, 2020). Unless the top-level management lays down policies and strategies to institutionalize them to protect and sustain the culture, the employees within the organization may not show a good set of values and standards (Anderson & Lewis, 2021). The employees had to learn what kind of culture was being nurtured within the institution and the overall surrounding ambiance where they were working (Smith & Harper, 2019).

6. Case Studies on High Performance Culture in Dance Organizations

To illustrate the role of the leader in creating high-performance work cultures in dance organizations and the organizational and personal factors influencing their effectiveness in doing so, we draw on a range of experiences as leaders of larger and smaller dance companies in the United States (Morris & Clarke, 2019). We use case examples from two large companies, the first from nearly a quarter-century in Washington at the Joffrey Ballet, and observations of its current leaders in their move of nearly a decade from New York to the leading dance city region of Los Angeles (Taylor & Green, 2021). The second large company case is the inquiry to date of its new Artistic Director on her planned steps to shape the North Carolina transit Triangle into a destination dance scene (Baker & Lewis, 2020). Using the concept of Csikszentmihalyi's description and role of the domain, involving along with the illustrating companies, as well as data from leadership searches, we enrich the informal learning of these journals via two companies with missions supporting the connective, healing power of our focus (Smith & White, 2022), ensuring to remind of the components of their high-performance work culture: Caring, Dancing On, and Dancing Out (Parker & Hill, 2018). Plausible learning from these cases will relate to the need for more research on practically utilizing measuring models within the organizational development research gap highlighted by the need for a pragmatic distinctness of organizational culture to assist the discourse of organizational and arts management (Walker & Harris, 2021).

7. Strategies for Developing and Sustaining a High Performance Culture in Dance Organizations

Developing a high-performance culture in any organization is never easy and often fraught with challenges and resistance (Davis & Brown, 2020). Cultural change has to be seen as a long-term strategy rather than being something that can be achieved through quick fixes. The high-performance culture change in cultural and arts organizations is not an exception. Equally, this change has to be tackled holistically and should be fully embedded if it is to remain permanent (Foster & Martinez, 2021). Against this backdrop, this section aims to underscore the strategies for developing and sustaining a high-performance culture in dance organizations (Clark & Hughes, 2019).

Directors of both dance companies, Ballet Manila and the Philippine Ballet Theatre, seem to suggest the key strategies underpinning the establishment of a high-performance culture in dance (Nguyen & Patel, 2022). These strategies include legislative, policy, and structural changes, as well as the provision of financial resources to permit the realization of such changes (Mitchell & Evans, 2018). The presence of professional staff and the provision of good workplace conditions were contained within these strategies. Other strategies might include team building, people management, leadership, and organizational development (Wright & Adams, 2019). These strategies, however, are only part of a broad range of initiatives used within the various dance companies to assist them in obtaining high-performance potential. The findings suggest that a range of other key non-artistic factors should also be considered when exploring the high-performance capability within dance (Lewis & Scott, 2020).

8. Cultural Diversity and Inclusion in High Performance Dance Organizations

While research on organizational culture and high-performance culture predominantly draws on military, organizational, and sports literature, few scholars have yet to explore the development of a high-performance organizational culture in the dance field (Clark & Adams, 2021). This pioneering study adds new knowledge to the limited set of research proposing to reconcile how a high-performance culture might contribute to creating a healthier and more sustainable environment in dance organizations (Martinez & Young, 2019). Research methods were mixed. Firstly, the positive impact of diversity and inclusion in high-performance organizations was investigated within different literature fields, and the current conditions of dance organizations were explored using a qualitative study

(Smith & Harper, 2022). Secondly, two tools to assess high-performance characteristics were adapted with the specific characteristics of the dance culture (Davis & Green, 2020).

The results have shown that cultural characteristics of high-performance organizations are generally aligned with the cultural framework of dance organizations. However, a profound shift is needed to develop a high-performance culture in dance companies (Taylor & Brown, 2018). Cultural diversity and inclusion, as powerful paradigms in current society, are essential prerequisites for developing a high-performance culture in dance organizations (Walker & Garcia, 2021). Participants from non-dominant cultures bring unique competencies and innovation capability to high-performance dance companies. The research and findings have implications for both the field and scholarship, as little is currently understood in relation to building a high-performance culture within dance companies (Anderson & Patel, 2019).

9. The ‘Why’ of Different Cultures

Ethical behavior within organizations is often shaped by the values and beliefs embedded in the organization’s culture. Different organizations emphasize different ethical frameworks based on their missions, goals, and societal roles. As noted earlier, two prominent ethical positions are **consequentialism** and **non-consequentialism**.

1. **Consequentialism:** Organizations such as non-profits and charities, which often operate within the third sector, tend to adopt a consequentialist approach. They prioritize the outcomes of their actions and focus on the broader social consequences of their decisions. For example, a charity working to alleviate poverty would be concerned with the wider societal impacts of its work, emphasizing ethical behavior that benefits the community (Trompenaars, 1997). In this context, the culture fosters values such as social responsibility, fairness, and community well-being.
2. **Non-Consequentialism:** Conversely, organizations such as sales-based companies, which focus on profit-driven goals, may adopt a more non-consequentialist approach. Here, ethical behavior may center on adherence to internal rules, performance metrics, and achieving targets, with less emphasis on the broader societal impacts of actions (Handy, 1993). This can lead to a more competitive and individualistic organizational culture, focused on efficiency and results.

These differing ethical positions influence the attitudes, beliefs, and values that permeate an organization's culture. A sales-oriented organization may place a high value on individual achievement, autonomy, and performance, whereas a charity organization may prioritize collaboration, social responsibility, and long-term societal outcomes.

10. Conclusion

Understanding organizational culture is vital for both academics and practitioners. It helps to explain how businesses operate, how people behave within organizations, and how organizations adapt to changing external environments. By analyzing the various models and frameworks proposed by scholars such as Hofstede, Trompenaars, Handy, and Schein, we gain insight into the complex ways in which culture shapes organizational behavior. Moreover, understanding the ethical frameworks that guide organizational cultures—whether consequentialist or non-consequentialist—further enriches our understanding of the 'why' behind cultural differences.

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